

Section 3

Leadership & Development

A roadmap for unlocking people potential



At WME, we engage with and can draw from our pool of experienced HR and Organisation Development Consultants who understand our sector to support the delivery of a range of products and services to support the development, growth and wellbeing of individuals, teams and organisations.

We are ambitious on your behalf (it is one of our core values) and focus on the diversity of our workplaces ensuring all are included by unlocking potential, growing skills, increasing knowledge and transforming what you do and how you do it, as well as the culture within which you work. Our interventions are designed to offer highly pragmatic solutions that are relevant, responsive and reflective. We keep them under review to ensure they are innovating and evolving.

To enable WME to fulfil our values (link to them) we work collaboratively with and for our clients with a focus on ensuring that our interventions are owned organisationally, building a long-term relationship with leadership teams.

We listen to our clients to understand not only the current need but what is around the corner and research new associates and offers, using our extensive networks, to add value to our product portfolio.

We have off the shelf products which can be adapted to your requirements and can discuss complete bespoke requirements.

Leadership & Development Programmes

Culture: The culture of an organisation permeates through your employees and can impact staff outlook, productivity, and innovation. Our programmes cover the variety of organisational cultures, but with an underpinning value of introducing principles of coaching to positively affect how individuals, teams and leadership systems can handle change.



“(Virtual Laughter Hangout) A great ‘lifter’ from a wellbeing perspective... everyone had a beam on their face – a proper smile in your eyes too! Fab way to start the day and amazing how quickly forced laughter became the real genuine thing. Really enjoyed it.”

Sue

Equality, Diversity & Inclusion:

Our programmes support our ambition to drive and support an agenda of genuine inclusion, free from conscious or unconscious discrimination or bias..

Leadership:

The ability to organise and motivate others towards a common goal. Our programmes develop the skills, behaviours and expertise needed to lead effectively, to innovate, drive change and deliver results. The programmes allow for self-reflection and growth. Programmes can be adapted to reflect your culture and values and where your organisation is along its journey of transformation, change and managing uncertainty, building a growth and positive mindset.

Managing Health & Mental Wellbeing:

At WME, we understand that building, and maintaining a healthy and resilient public sector workforce is of critical importance to every organisation both today and for tomorrow's future.

A healthy and engaged workforce brings a return on investment for organisations and individuals. Positive mental wellbeing supports happiness at work, increases productivity, service delivery and accuracy, as well as creating a positive working climate, integrated work/life balance and greater life satisfaction.

We know at the heart of our organisations, are our people and to support our communities we need to ensure we are looking after our workforce as best we can.



“(Virtual Resilience & Brilliance) I found the course very interesting and just a couple of simple techniques I've applied in the past 2 weeks has made a difference. Sarah Rawstron made the course interesting and the day flew by.”

Anon

Managing:

Our products help your managers – whether they are emerging, new or old-hands – to develop the strategic business skills, mindset and tools to inspire, align and drive performance. The modular programmes or one-off workshops cover supporting wellbeing, holding the difficult and challenging conversations through to delivering customer excellence and managing change.

Bespoke L&OD Consultancy

Through our carefully selected Leadership and OD experts, we are well placed to support you across a wide range of projects be it interim placements to programme development projects to transform and develop across your leadership teams and organisation. No task is too big or too small.

Psychometrics

Knowing where to focus learning and development for yourself and colleagues can be tricky, so having a way to establish where it would be best placed could make a real difference.

Likewise, understanding how the individuals in your teams work at their best and how this understanding can support the effectiveness of the team for any given project or business as usual operation can be a game changer.

We have a range of products and services, with skilled assessors, to provide you with this valuable information.

WME360 is a simple but powerful online 360 feedback tool that helps individuals identify their strengths and areas for development. By gaining feedback from colleagues, it provides a realistic impression of how an individual works, enabling an insight into their real development requirements. This in turn results in the creation of action plans to take their performance to the next level.

The GC Index measures and describes five different ways in which individuals are inclined to make an impact and contribution. It provides a language and framework for people that is simple, effective and outcome driven, showing individuals, teams and organisations, how they can make their best contribution to drive measurable outcomes and boost performance.



“Having established new safeguarding arrangements, we were at a pivotal stage in our development. It was productive to have WME come in and support participants to reflect on current local issues and their individual and collective contribution to partnership working. WME understand the public sector and play that all-important enabling role that promotes innovation and new ways of working. They were able to both promote and support leadership across the partnership while helping us to focus on the outcomes we’re striving to achieve.”

Liz Murphy, Chair Walsall Safeguarding Partnership



Want to know more:

Leadership Development

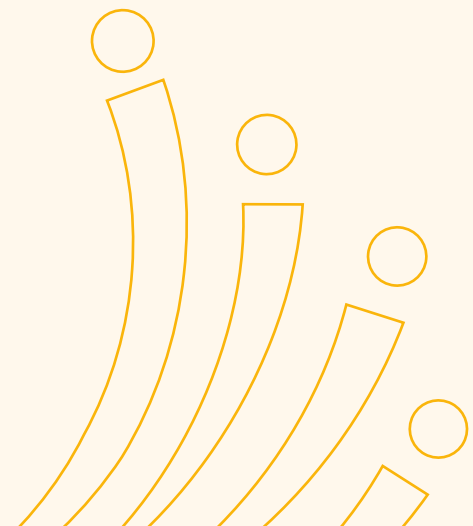
- ➔ Tri-sector challenge – one day event
- ➔ AWARE modular programme
- ➔ Stepping into Management modular programme
- ➔ Leading through the challenges of hybrid working Masterclass

Developing our manager's skills - workshops

- ➔ Effective Interview Skills
- ➔ Creating & Leading Change Ready Teams
- ➔ Engaging & Motivating Hybrid Teams
- ➔ Managing Performance by Outcomes
- ➔ Building a Culture of Trust
- ➔ Flexibility with Fairness
- ➔ Building your Teams Resilience and Mental Wellbeing
- ➔ Building Resilient Managers
- ➔ Wellbeing Conversations: Managing mental wellbeing in the workplace
- ➔ Human Conversations Masterclass

Empowering & Engaging our Employees - workshops

- ➔ Building Personal Resilience
- ➔ Being Change Ready in an ever-changing workplace
- ➔ Thrive into Retirement
- ➔ Meditation Mindfulness
- ➔ Inclusion
- ➔ Breaking Through – modular programme
- ➔ Allyship – modular programme
- ➔ Inclusive Recruitment Masterclass
- ➔ Recruitment & Selection programme
- ➔ Developing Inclusion Competence – workshop
- ➔ Unconscious Bias to Cultural Competence – workshop
- ➔ Fostering Inclusion in a Virtual World – workshop
- ➔ The Art of Balancing our Biases – workshop
- ➔ Demystifying Islam: Tackling Islamophobia – workshop



Delivered in Partnership with



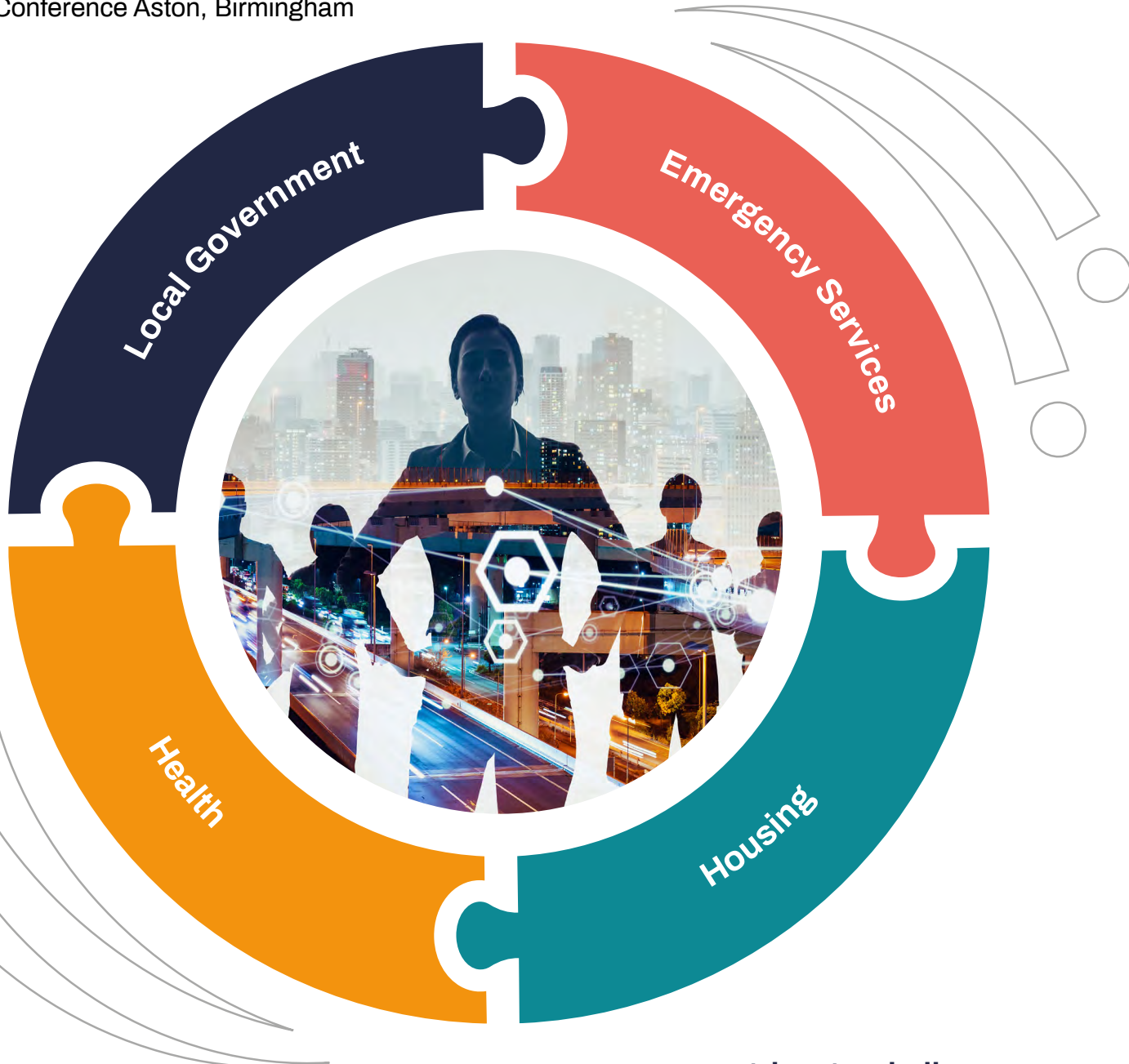
Have your senior managers of the future got what it takes to take on...

The West Midlands Tri-Sector Challenge?

Preparing tomorrow's leaders –
building a stronger West Midlands

10th November 2022

Conference Aston, Birmingham



The country of Boroland is a former British Overseas Territory planted somewhere in the Atlantic Ocean. The country is split into 24 counties with each area having its own unitary authority, fire service, police service, Police Fire and Crime Commissioner, NHS trust, a housing association and a major charity. Each of these organisations have had their senior leadership team removed by the government due to poor performance and today see's the arrival of a group of new senior leaders who have been seconded in from the UK to help sort the mess out.

Can you and your colleagues step up to become saviours?

Can you rescue your new organisation and Boroland from the brink of disaster?



Join us on a learning adventure!

The challenge offers a fantastic opportunity for aspiring leaders to gain exposure to issues outside of their normal work giving them a taste of what senior management is really like. To successfully complete the challenge teams will have to work with neighbouring stakeholders and partners to deliver a new strategy for their organisation. They'll have to identify which areas to prioritise, deal with politically sensitive issues and maintain customer focus when determining how to provide the public with the best services possible despite limited resource. In a post pandemic world - we can all relate to how important simulation experiences can be to help prepare today's aspiring leaders for tomorrow's unpredictable future.

Benefits of entering a team....

- An opportunity to collaborate with and create lasting bonds with colleagues from across our sectors and services.
- A rare opportunity to develop political acumen by working alongside real life elected officials in a highly pressurised environment.
- Exposure to tasks and situations that senior managers face daily and some that luckily only occur occasionally!
- An opportunity to put analytical and problem solving skills and tools to the test.
- Exposure to intense time management constraints.
- An opportunity to develop resilience to rapidly changing priorities, demands and timescales.
- An opportunity to win the challenge and be crowned as Tri-Sector Challenge Champions

Who can enter?

Organisations can enter as many teams as they wish. Each team will comprise of 6 people who aspire to reach a senior post within their organisation and are currently working in:

Local Government

Emergency Services

Housing

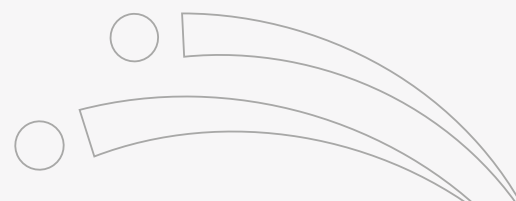
Health

If you've attended and taken part in any West Midlands local government management simulation event in the past 10 years, there is a very good chance that Richard Wills and Dave Senior were behind it. Richard created the infamous "LA Challenge" back in 2011 and after leaving local government employment in June 2020, decided to launch his own L&D consultancy. Richard and Dave have now joined forces once again to develop and create the Tri-Sector Challenge and are working in partnership with West Midlands Employers once again to bring this challenge to the region – enabling us to develop across boundaries for tomorrow's leaders. So strap yourself in for what promises to be the best one yet!

Investment

£1799 + VAT Per team. Max of 6 people per team

Team entry form can be found overleaf. **Closing date: 10th October 2022**



Entry Form

Tri-Sector Challenge 2022



The small print

- The Tri-Sector Challenge is an all day event. Teams are required on site from 0900 - 2000.
- Entry to the event includes tea/coffee/water refreshments throughout the day, a cold buffet lunch and a two course hot buffet dinner.
- Places to the event will be issued on a “first come, first served” basis. A place is not guaranteed until full entry payment is received.
- Full payment for team entries must be made 28 days before the event, or immediately on booking, whichever is the later.
- RWTA Ltd cannot be held liable if the event is postponed or cancelled through any circumstances beyond its reasonable control.
- For full T&Cs please visit www.trisectorchallenge.com

Entry Information

Organisation:

Organiser Name:

Email:

**Full Address
for invoice:**

Telephone:

Purchase Order No. if required:

If you require RWTA Ltd to be set up as a registered supplier on your procurement system before a PO number is created, please email richard@rw-training.co.uk to request the relevant supplier information.

Name	Dietary Requirements
Team member 1:	
Team member 2:	
Team member 3:	
Team member 4:	
Team member 5:	
Team member 6:	

Once complete, please return to:

Scanned electronically to: richard@rw-training.co.uk **Posted to:** RWTA Ltd, 11 Verbena Drive, Wymondham, NR18 0FT

For more information contact:

Richard Wills - 07934 951 379 - richard@rw-training.co.uk
www.trisectorchallenge.com | www.rw-training.co.uk

Delivered in Partnership with



AWARE

Management Development Programme

Stepping out to lead with influence



AWARE is a modular online training programme designed for managers and emerging leaders, who are aspiring to be the best they can be and want practical learning which gets to the heart of organisational issues today.

Today, there is a need to adopt a positive leadership framework, distinguishing between what it takes to be a good manager, and a great leader. A leader has a set of core behaviours, which inspire and motivate individuals and teams. Fostering this sense of self-awareness and a communicative approach means that managing teams is a positive experience for all. This programme provides a learning platform to develop, reflect and embed these behaviours and solutions. It is a programme to inspire leaders to be their best selves, not just in their roles but as individuals. Middle Managers leading teams will benefit most from this programme, however the adaptability of the content will also make this suitable for other levels of management too.

The AWARE programme

It is a package of practical tools and models designed to improve leadership skills and increase empathy and efficacy, combining digital learning and Action Learning Sets. There are five parts to the course, which together make up the performance pentagon.



APPRECIATIVE
Look for the good



WISE
Know yourself and your organisation



ACTIVE
Explore effective communication



RESILIENT
Bounce back



EMOTIONALLY INTELLIGENT
Feel personally and socially competent





BE APPRECIATIVE - Look for the good

Explore how Appreciative Enquiry can help your team or organisation:

What is already working in your organisation? Where are your strengths? How can you maximize these and minimize weakness? What is inspirational leadership?

The 4D model of Appreciative Enquiry for you and for your organisation:

- **Discovery** - Appreciating: 'The Best of What Is'
- **Dream** – Envisioning: 'What Could Be'
- **Design** – Co-Constructing: 'What Should Be'
- **Destiny** – Sustaining: 'What Will Be'



BE WISE - Know yourself and your organisation

Learn how to read your environment or cultural context and manage with sensitivity.

- **Explore** the power dynamics in your company
- **Recognise** your own and other organisational cultures
- **Raise** your political awareness
- **Consider** how to build trust and communication across cultures



BE ACTIVE - Explore effective communication

Improve your personal efficacy by listening actively and behaving assertively.

- **Explore** your choices of response to different work situations and practice assertive behavior
- **Discuss** identity and behavior
- **Review** how powerful listening actively can be
- **Practice** effective communication via verbal and non-verbal messages



BE RESILIENT - Bounce back

Strengthen your ability to face change, transition or trauma calmly and effectively.

“Learn of the pine from the pine; learn of the bamboo from the bamboo” - Basho

- **Consider** your environment, both real and imagined: How do you know what is going on? What control do you have over your physical, emotional and mental states?
- **Explore** the psychosocial model
- **Feel** the fear and do it anyway!



BE EMOTIONALLY INTELLIGENT - Feel personally and socially competent

Build your capacity for social awareness, self-awareness, self-management and relationship management.

- **Discover** how emotional intelligence is a critical component of effective leadership
- **Explore** the concepts of personal and social competence
- **Consider** the importance of empathy in the workplace, both cognitive and emotional
- **Review** how to manage with greater empathy.

Programme structure

The programme can be delivered for an In-House or as an Open programme

- Managers will undertake the self-directed learning bitesizes at their own pace & in their own time
- They will come together to undertake a facilitated Action Learning Set after each module.
- Managers will have their own online learning board and the group will have access to a plenary/ meeting board to share and co-create.
- The plenary board is used to share ideas/ reflections to frame the discussions in the Action Learning Set meetings.
- Each manager is provided with their own board, populated with additional reading, videos and multimedia links.
- For in-house programmes, Managers can plan together on how they will implement the learning and support each other, creating a collaborative community within their organisation.
- For open-house programmes delegates get the opportunity to network with other managers from other organisations bringing different insights and learning.
- The Action Learning Sets are facilitated in real time and take place after the team members have completed each bitesize. This allows flexibility in the programme and enables the programme to work around other demands.
- At the end of the programme managers can access one-to-one coaching through the West Midlands Coaching Pool to support them in applying the learning to their work setting in more depth.



Action learning sets

After the completion of each Module, each Manager will take part in an **Action Learning Set** with a trained Facilitator for the AWARE programme. The purpose of the Action Learning Set is to discuss the learning after each module and provide the space and conversation for the individual to understand how the learning relates to them. What will they do now to go forward? What will they do with their learning? How does this relate to their management style and relationships? Through the expert facilitator, delegates can share their experience and share their reflections. Furthermore, the facilitator will ensure to challenge and embed their learning and application in their role and in their lives.





Delivery

This course is delivered through a combination of online learning, accessed at a time which suits the participant and a facilitated discussion through an Action Learning Set. Processing information in this way ensures that the content is not only absorbed but enables them to embed the learning and understand how it applies, specifically in their own context.



Mural – the e-learning platform

- Managers will have access to the 5 AWARE modules as described above, through a MURAL Board on an E-Learning Platform which uses interactive software.
- The MURAL Board has been designed to present learning content for the Manager to work through in their own space and time.
- The animated whiteboard captures reflection and thought;
- Case Studies, PDFs, Videos and other resources are all located on a MURAL Board for each individual participant to work through.
- Managers will be allocated their own online board where they can create, plan and review their learning.



Example of a MURAL board



Meet our facilitators

All of our facilitators offer a wealth of experience and knowledge on all of the modules and will provide the challenge and discussion on how the key principles of the programme can be embedded into the delegates life and used to serve them in their context in the best way possible.



Polly Sharma



Julia Hayward



George Smalling



Sue Groves



Lenni George



Nat Clegg



Kirsty Ramsbottom



Michela Albertazzi



Agnese Pallaro

<h2>Audience</h2>	<p>Aimed primarily at middle managers and emerging leaders i.e. Heads of Service. Managers who want or need to:</p> <ul style="list-style-type: none"> • Build confidence in leading people and teams in uncertain times • Create deeper understanding of culture, diversity, and political awareness • Create capacity for social awareness, self-awareness, self-management, and relationship management • Build personal resilience and lead with emotional resilience
<h2>Modules & Duration</h2>	<ul style="list-style-type: none"> • 10 weeks of interactive online learning • 5 modules of self-directed learning • Online Mural that helps translate learning and reflective practice • Real-time action learning sets with experience facilitators
<h2>Link to coaching and our coaches</h2>	<ul style="list-style-type: none"> • AWARE produces a 'Growth Mindset,' creating a more defined self-awareness of self and others. • Ongoing coaching following the programme could benefit the manager to help further embed and sustain their learning through application in the workplace and reflection with a coach, in order to build confidence and encourage them to continue trying the new things they have learnt. • Managers whose organisations subscribe to the West Midlands Coaching and Mentoring Pool can access this coaching for free. If you are not part of the coaching pool you can still access a coach through WME – just get in touch and we can match you with a coach.

Investment required

In-house programme

WME Member

£3,250 + VAT up to 5 delegates
£6500 + VAT up to 10 delegates
£9750 + VAT up to 15 delegates

Non-WME Member

£3,900 + VAT up to 5 delegates
£7800 + VAT up to 10 delegates
£11,700 + VAT up to 15 delegates

Good For You

The AWARE programme will give you a greater understanding of your responsibilities within your role, and in turn build your confidence and approach. This confidence will enhance your overall performance and engagement levels with your team. Through the self-reflection and new knowledge on key topics you will have refined capabilities to advance yourself and be your best self as a leader! .

Good For Your Organisation

The AWARE programme develops a leadership style that will not only benefit you as an individual but the organisation and the work that you do. This training will help you develop better relationships and engagement with team members and stakeholders in the organisation that will respond positively to you. The emotional intelligence aspect of the programme will lead you to have the perspective to make informed, intelligent business decisions.

Contact

To book an AWARE inhouse Programme please contact info@wmemployers.org.uk

Enquires

Stepping into Management Programme



Stepping into Management focuses on the essential skills for managing effectively, through providing practical learning transferable to the workplace. The course originates from our long established and successful Step Up programme, enhanced by bringing our expertise into supporting managers lead effectively in virtual working environments.

Introduction

Managers promoted into their first supervision or management role presents an exciting time that brings many opportunities for development. Such personal success connects technical expertise, skills and responsibilities to give a fresh challenge. Couple this with working virtually it is vital to keep one step ahead.

Collaboration, discussion and practice are key aspects of The **Stepping into Management programme**. Managers develop their skills during 8 bite size modules lasting 2 hours each. Your learning continues within our 2 Action Learning modules. During each module lasting 2 hours, opportunities to reflect, consolidate skills and share with a small group will enable you to be even more effective and productive.





Audience

The **Stepping into Management Programme** offers a development pathway for individuals who are new managers or considering moving into their first supervisory role. It is also an opportunity for managers who would like a learning journey that provides the opportunity to refresh and recap on knowledge, skills, experience and expectations.



Learning Outcomes and Outline of Programme

Whatever your starting point - supervisor, new manager, aspiring manager, your learning journey will start with the following modules that will equip you to step up your management skills.

<p>Module 1 Introductions and leadership in a virtual world</p>	<p>Module 2 Communication</p>	<p>Module 3 Having Effective Conversations</p>	<p>Module 4 Action Learning Set 1</p>
 <ul style="list-style-type: none"> • Introductions • Skills and qualities • VUCA, challenges in a virtual world 	 <ul style="list-style-type: none"> • Understand different communication styles assertive, aggressive, and passive • How does the virtual world impact on communication? <ul style="list-style-type: none"> • Importance of managing emotions • Non verbal and voice <ul style="list-style-type: none"> • Listening 	 <ul style="list-style-type: none"> • Coaching style of management <ul style="list-style-type: none"> • Questioning • Build on listening • Link to performance management • Impact of the virtual world 	 <ul style="list-style-type: none"> • Practical session to review learning from Modules 1, 2 and 3 • Successes and areas for development moving forward • Opportunity to practice questioning and listening skills
<p>Module 5 Managing with style</p>	<p>Module 6 Motivation of self and others</p>	<p>Module 7 Managing time effectively</p>	<p>Module 8 Action Learning Set 2</p>
 <ul style="list-style-type: none"> • Situational leadership models • Consider impact on style and how to develop flexibility <ul style="list-style-type: none"> • Understand the importance of giving and receiving feedback • Understand and apply various feedback models • Have an opportunity to practice 	 <ul style="list-style-type: none"> • Understand the importance of growth mindset <ul style="list-style-type: none"> • Understanding individual needs and how to meet these – focussed on challenges in the virtual environment • Understand how to apply different motivation models to support individuals 	 <ul style="list-style-type: none"> • Urgent and important matrix and prioritisation • Managing distractions when working virtually and maintaining healthy work/life balance <ul style="list-style-type: none"> • Understand the challenges of “virtual” and face to face delegation • Be able to apply a simple delegation technique <ul style="list-style-type: none"> • Managing personal resilience and stress 	 <ul style="list-style-type: none"> • Practical session to review learning from Modules 4, 5 and 6 • Successes and areas for development moving forward • Opportunity to practice questioning and listening skills

Meet our facilitators



Sue Groves



George Smalling



Julia Hayward



Polly Sharma

Duration

The programme is designed to be flexible and could run over a 2 to 4-month period depending on the individual need of the organisation.

Two months would be the minimum duration and could work as follows:

	Activity
Week 1	Modules 1, 2 and 3 spread across the week on three different days
Week 2 & 3	Use and practice the skills
Week 4	Module 4 Action Learning Set
Week 5	Modules 5, 6 and 7 spread across the week on three different days
Week 6 & 7	Use and practice the skills
Week 8	Module 8 Action Learning Set
Delivery Approach	Online interactive sessions with engagement driven through a balance of facilitator input, discussions, and small group activities. Our preferred platform for delivery is Zoom but we can use MS TEAMS.

Good For You

Stepping into Management Programme will give you the confidence and skills you need to have to share your technical expertise with your team to achieve bigger and better results. This programme will give you the tools to manage a team and get the best out of them using the right behaviours and approaches.

Good For Your Organisation

The Stepping into Management Programme will enhance the leadership culture of the organisation and create an environment for the workforce to flourish. The skills that you will learn will create a positive working environment and positivity within the team, which ultimately positively impacts performance - Secure your investment now.

Investment required

WME Members £2,600 + VAT per programme
Non WME Members £3,120 + VAT per programme

Maximum Number of Participants: 12

For more information and to book, please contact the WME team via info@wmemployers.org.uk



New Ways of Working

Harnessing hybrid working and more





Quick action to enable remote working was necessary in 2020. Moving on, many organisations, across all sectors, are making decisions about how to work in the present, the mid and longer term with plans evolving and likely to change over time. How we work, to meet the needs of both the organisation and its people will never be exactly the same again, as we modernise, become more fluid and accommodate a variety of options, opportunities and challenges. Hybrid working is one of these options.

At the heart of any working pattern is the people and in many ways their needs, to meet the aims of the business, won't change. It is how we communicate, how we manage our teams and work with each other, inside and across teams which changes, and at its core is mutual trust, shared values and goals.

For some organisations this may mean a major culture change – even for those who are change ready there will be different practices and behaviours to consider and manage.

Managing change effectively can bring benefits such as increased productivity and a more engaged workforce. With the right strategy for how, where and when we work, with people and culture at the heart of the decision-making process the organisation, and its people can thrive.

Organisations who understand the needs of its people are more likely to attract and retain an engaged, motivated and performing workforce. 2020 not only showed that different ways of working together is possible, it is also desirable for many. That said we must not leave behind those who, for work or personal reasons, are not yet able to embrace some of the changes to how they work.

A successful approach to different ways of working will enable working together in a more blended manner; some team members may be in shared locations, some working in our communities, others at home for all or part of their week or even daily. Colleagues may be working at different times. Effective communication has never been more challenging – or important.

As changes are part of normal working life, and sometimes move at a pace, we need our leaders, managers and teams to develop growth mindsets, to create a culture of exploration, trying new things, which relies on an organisation culture that encourages innovation, learning and agility. Underpinning all of this we need psychological safety and trust, which all stems from creating the right environment and conditions through excellent line management and leadership role modelling.

At WME we are working with colleagues across the sector to develop a suite of options to support your organisation, its leaders, managers and team members to thrive on your journey. These options themselves adapt and evolve as your needs become clearer.

Whilst in this document we focus on harnessing hybrid working, it is clear that changes in working patterns cannot be achieved as a stand-alone programme and there are clear links with effective team working, health and wellbeing and culture change, particularly with senior leaders buy-in.

Many of our clients are already aware of the range of health and wellbeing workshops which WME offer to support and promote positive mental health for employees, managers and leaders. We understand that building and maintaining a healthy and resilient

public sector workforce is of critical importance to us all, today and in the future. Whilst wellbeing is a theme that flows through many of our workshops it is looked at in more specific detail in the workshops covered in a separate flyer – please click on the [link](#) for more information.)

The following diagram highlights how strategies cannot operate in isolation, for successful implementation they inter-act and complement each other. As well as the workshops detailed in this flyer, each of the titles below relate to WME products either in place or currently being developed, all of which work to support your organisational development.



Below are some of the ways in which we are supporting organisations harness new ways of working:

For Leaders and Managers



Leading through the challenges of hybrid working

[Click on the link for more details](#)

Short awareness seminars (usually 60 minutes). Unlimited delegate numbers

The session is led by a Chartered Psychologist and Chartered Scientist, with a doctorate in the psychology of leadership.

This masterclass aims to support leaders and managers to adapt and thrive. New ways of working require a change in leadership style if organisations are to achieve a psychologically healthy and safe working environment with fully engaged, agile, highly motivated, and resilient employees.



Creating & Leading Change Ready Teams

[Click on the link for more details](#)

A half day workshop for up to 15 delegates

The workshop will develop core skills and knowledge to lead in an ever-changing environment and setting. It can use examples provided by the client that are relevant to the organisation i.e preparing for restructure or adapting to hybrid working.

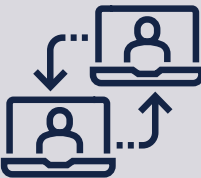


Building a culture of Trust

[Click on the link for more details](#)

A 2 to 3 hour virtual workshop for up to 15 delegates

This practical and interactive workshop helps participants unpack what trust is, and how they and others contribute to creating environments where everyone can be at their best, identifying everyday behaviours they need to build a culture of trust.



Flexibility with Fairness

[Click on the link for more details](#)

A 2 to 3 hour virtual workshop for up to 15 delegates

This workshop will build awareness, skills and confidence on how to navigate the complexities of meeting business and individual needs fairly, whilst managing different expectations and ensuring service delivery in a hybrid world.



Engaging & Motivating Hybrid Teams

[Click on the link for more details](#)

A 2 to 3 hours virtual workshop for up to 15 delegates

This workshop will build awareness, skills and confidence in how to use feedback to engage and motivate teams and individuals in a hybrid working environment.



Managing Performance by Outcomes

[Click on the link for more details](#)

A 2 to 3 hour virtual workshop for up to 15 delegates

This workshop will support managers in the difficult questions of:

How do managers need to alter their approach to managing performance when there is less time spent in the same physical space? How do we check our biases and ensure we aren't treating those who are working remotely differently – 'out of sight out of mind'?

For Empowering Employees

Leaders and managers have a key role in creating the best conditions for their team members to successfully work in a hybrid way. However, all employees need to play their part in making these new ways of working effective.

Being Change Ready within an everchanging workplace

[Click on the link for more details](#)

A half day virtual workshop for all employees for up to 15 delegates

The workshop will provide employees with a clearer understanding of what change is, its context in their organisation and how it impacts on them at a psychological level. There will be a focus on understanding what being change ready is and the positive impact it can have on them, understanding how we experience change and what personal resilience is for them. Delegates will leave feeling more resilient with a 'bouncing back' toolkit that they can take away and implement straight away..



Leading Through the Challenges of Hybrid Working

Aim:

Organisations have gone through an unprecedented period of rapid change, which for many, has resulted in a flexible hybrid structure, with some of the workforce working remotely and/or returning to the office and the frontline workers continuing as they have always worked.

This masterclass supports aims to support leaders and managers as these new ways of working require a change in leadership style if organisations are to achieve a psychologically healthy and safe working environment with fully engaged, agile, highly motivated and resilient employees.

Outline:

The following key messages will be explored

- Less management; more leadership
- Instil an outcome led and values driven culture
- Look after your people – some will find remote working easier than others
- Taking control of remote working – sharing responsibility for success
- Treat everyone as equal value in achieving success of the team and/or organisation
- Take control of working effectively with others – adopt intelligent management
- Take control of your psychological and physical wellbeing
- Take control of yourself

Outcomes

The session is designed to raise awareness and provide support for senior team members and leaders. It can be followed by more in-depth sessions on the various topics covered, tailored to the requirements of individual organisations and their leadership teams

Duration:

60 minutes

Delivery Approach:

An on-line workshop using Zoom.
For alternative platform options please contact WME at info@wmemployers.org.uk

Audience:

Senior Leaders and Managers

Delegates:

Unlimited

Investment required

Virtual delivery

WME Member: £650 + VAT

Non-WME Members: £780 + VAT

For face to face delivery costs please contact info@wmemployer.org.uk

[Click here to book](#)





Workshop outlines: For Leaders and Managers

Creating & Leading Change Ready Teams

Aim:

The focus of this workshop is to create a change ready environment that supports the constant change we now experience within the working environment.

The key aim is to be able to develop core skills and knowledge in how to lead and work within an ever-changing environment and setting. The workshops can also bring in specific elements of change to that organisation e.g. such as adapting to an agile/remote environment.

Outline:

The workshop content will include:

- Understanding what change is and its context – tailored to the needs of the organisation.
- Why change and what are the challenges and benefits?
- What a change ready team looks like
- Understanding how we experience change – introducing:
 - models of change
 - techniques to reframe you and your teams relationship to change
- As a leader ensuring you have 'bounce back ability' and are personally resilient
- Building effective relationships for positive change
 - Key factors - Trust, Mutual Respect, Mindfulness, Welcoming Diversity,
 - Communication to create team collaboration at times of change
 - Having better conversations
 - Building and re-building rapport
 - How to give developmental feedback to move people forward

Outcomes

Developing skills and knowledge will result in supporting managers and employees to work collaboratively within a changing environment.

Delegates will have greater understanding of how changes impact individuals and teams with increased confidence in holding effective discussions.

Duration:

Half day

Delivery Approach:

An on-line workshop using MS Teams. For alternative platform options please contact WME at info@wmemployers.org.uk

Audience:

Managers and Team Leaders

Delegates:

Up to 15 delegates per session

Investment required

Virtual delivery

WME Member: £650 + VAT

Non-WME Members: £780 + VAT

For face to face delivery costs please contact
info@wmemployer.org.uk

[Click here to book](#)

Building a Culture of Trust

Aim:

Creating the conditions for high performance through positive workplace relationships

Trust is vital to creating healthy, high-performing workplaces and organisations. In times of high uncertainty people need reassurance that their leaders are reliable and trustworthy. The right culture drives great results, and cultivating trusting relationships is proven to increase collective wellbeing alongside business performance.

How do we build trust when we're working in hybrid ways? As many organisations have shifted to new ways of working, trusting relationships need to be built and maintained in different ways – there is less time spent working alongside one another in the same location, observing words and actions. This changing landscape gives us the opportunity to reflect and consider what behaviours we need to develop to build more trusting relationships in a hybrid working world.

This practical and interactive workshop helps participants unpack what trust is, and how they and others contribute to creating environments where everyone can be at their best, identifying everyday behaviours they need to build a culture of trust.

Outline:

The key areas covered will include:

- Unpacking Trust, defining what it is and why it is so important
- Consider the 5 types of Trust relationships in the workplace, honing in on the line manager relationship
- Understanding the neuroscience of stress, how it impacts our ability to trust and how this affects our own resilience
- Consider and practically apply trust building models, considering the behaviours and interactions that can lead to trust or distrust and identifying practical steps to increase the participants' own trustworthiness

Outcomes

Drawing on research and key models of trust building, delegates will review some of their own workplace relationships. From this, they will be able to identify key behaviours and associated actions they can take when working in a hybrid manner to improve the culture of trust within their workplace, positively impacting their own and wider wellbeing, alongside business performance and results.

Duration:

2 to 3 hours

Delivery Approach:

An on-line workshop using MS Teams. For alternative platform options please contact WME at info@wmemployers.org.uk

Audience:

Managers and Leaders

Delegates:

Up to 15 delegates per session.

Investment required

Virtual delivery

WME Member: £650 + VAT

Non-WME Members: £780 + VAT

For face to face delivery costs please contact info@wmemployer.org.uk

[Click here to book](#)





Flexibility with Fairness

Aim:

Effectively supporting teams exploring new ways of working

Many team members have moved towards greater flexibility in their working patterns – most have not resulted in formal contract changes.

As we now consider greater flexibility in the longer term, how do we ensure that we, as line managers, are handling different requests fairly, ensuring that service delivery is maintained to a high standard and team members are engaged and motivated?

Outline:

The session covers these key areas:

- Recognising the impact of formal versus informal arrangements for flexible working on engagement and performance
- Understanding the importance of focusing on flexible role design, and how it can be used as an anchor for flexible working decisions
- Enabling individuals to have greater ownership and awareness of their flexible working requests
- How to look at flexibility from a team perspective
- How to begin to address the impact of a two-tiered workforce

Outcomes

To equip managers to best support their team members in developing flexible working arrangements, this interactive webinar shares research findings and provides simple practical tools to equip managers to explore flexibility versus fairness with confidence.

All participants will identify steps they can take to implement the learning from this session, to support staff members practically and/or reflecting on their own actions and the mindsets which might underpin these.

Duration:

2 to 3 hours

Delivery Approach:

An on-line workshop using MS Teams. For alternative platform options please contact WME at info@wmemployers.org.uk

Audience:

Managers and Leaders

Delegates:

Up to 15 delegates per session.

Investment required

Virtual delivery

WME Member: £650 + VAT

Non-WME Members: £780 + VAT

For face to face delivery costs please contact info@wmemployer.org.uk

[Click here to book](#)

Engaging & Motivating Hybrid Teams

Aim:

The workshop will build awareness, skills and confidence in how to use feedback to engage and motivate teams and individuals in the hybrid working environment.

Outline:

In the workshop we:

- Discuss the importance of engaging and motivating employees and the way that effective feedback conversations can help to achieve this
- Explore how hybrid working creates additional feedback challenges, drawing on insights from the worlds of psychology and neuroscience
- Share personal experiences of giving and receiving feedback
- Learn practical feedback techniques for improving engagement and motivation

Outcomes

Delegates will gain:

- **Deeper awareness** of the importance of feedback for individuals, teams, and the organisation, as well as the common challenges created by remote and hybrid working
- **Practical skills** for holding effective feedback conversations
- **Increased confidence** to engage and motivate teams and individuals within a hybrid setting

Duration:

2 to 3 hours

Delivery Approach:

An on-line workshop using Zoom. For alternative platform options please contact WME at info@wmemployers.org.uk

Audience:

Managers and Leaders

Delegates:

Up to 15 delegates per session.

Investment required

Virtual delivery

WME Member: £895 + VAT

Non-WME Members: £1,110 + VAT

For face to face delivery costs please contact info@wmemployer.org.uk

[Click here to book](#)





Managing Performance by Outcomes

Aim:

Supporting teams to perform optimally in a hybrid world of work

Many organisations have a culture of management built on presenteeism. As managers, many of us have observed the contribution our teams are making, noticed when they need our guidance and seen in real time talent that warrants developing. With the shift to working remotely more often, opportunities to embed new ways of working are emerging.

This workshop looks at how managers will need to alter their approach to managing performance when there is less time spent in the same physical space? How do we check our biases and ensure we aren't treating those who are working remotely differently – 'out of sight out of mind'?

Outline:

The session covers these key areas:

- Understand the importance of managing performance based on outcomes in a hybrid way of working, as opposed to more traditional management approaches
- Sharing valuable approaches for defining work requirements, including measuring achievements
- Enabling team members to achieve their work goals through effective check ins
- Reflecting on good practice for sharing feedback when team members are working in a hybrid way
- Considering how your approach to managing performance can be adapted to ensure it is effective regardless of the individual's ways of working

Outcomes

This interactive webinar shares research findings and provides practical tools to equip managers to effectively support and manage the performance of their team members, regardless of their ways of working.

Managers will reflect on their current approach around defining the work and what good looks like, enabling team members to get on with best support, evaluating the results and ensuring all team members experience parity.

All participants will be encouraged to identify steps they can take to ensure their approach to performance management is fit for their team in a hybrid world of work.

Duration:

2 to 3 hours

Delivery Approach:

An on-line workshop using MS Teams. For alternative platform options please contact WME at info@wmemployers.org.uk

Audience:

Managers

Delegates:

Up to 15 delegates per session.

Investment required

Virtual delivery

WME Member: £650 + VAT

Non-WME Members: £780 + VAT

For face to face delivery costs please contact info@wmemployer.org.uk

[Click here to book](#)

Workshop outlines: For Empowering our Employees

Being Change Ready within an everchanging workplace

Aim:

Delegates will gain more of an understanding of what change is and how this impacts them at a psychological level, enabling them to understand how they can improve personal resilience and support organisational objectives.

Outline:

The workshop content will include:

- Understanding what change is and its context – tailored to the needs of the organisation.
- Why change and what are the challenges and benefits?
- Understanding what being change ready is and the positive impact it can have on you
- Understanding how we experience change
- Understanding what personal resilience is for you.

Outcomes

Delegates will leave feeling more resilient with a 'bouncing back' toolkit that they can take away and implement straight away

Duration:

Half day

Delivery Approach:

An on-line workshop using MS Teams. For alternative platform options please contact WME at info@wmemployers.org.uk

Audience:

All employees

Delegates:

Up to 15 delegates per session

Investment required

Virtual delivery

WME Member: £650 + VAT

Non-WME Members: £780 + VAT

For face to face delivery costs please contact info@wmemployer.org.uk

[Click here to book](#)





And one more thing...

Supporting you through bespoke Consultancy

We know that when it comes to the transition to hybrid working it is not 'one size fits all'. Each organisation will be at a different stage of the journey. Our bespoke consultancy provides the opportunity for one of our experienced WME consultants to work with you, understanding your specific requirements and context and then support you in finding the best way for you to achieve your goal.

This may include:

- Gathering further data (e.g. surveys, leader interviews and focus groups)
- Preparing reports
- Managing stakeholder relationships
- Running workshops
- Developing guidance
- Evaluating the effectiveness of current working practices, to ensure lessons can be drawn.

Just a few examples of the kinds of activities we can support and add value in.

To get in touch for an exploratory conversation contact info@wmemployer.org.uk



Managing our Health and Wellbeing in the Workplace





We are often concerned about other people's mental health and can sometimes fall into the trap of neglecting our own. It's important we also check in with our own mental health to understand our own emotions and take simple steps to address those feelings and improve our mental wellbeing.

A healthy and engaged workforce brings a return on investment for organisations and individuals. Positive mental wellbeing supports happiness at work, increases productivity, service delivery and accuracy, as well as creating a positive working climate, integrated work/life balance and greater life satisfaction.

At WME, we understand that building, and maintaining a healthy and resilient public sector workforce is of critical importance to every organisation both today and for tomorrow's future.

The need to support our employees, including senior leaders and managers, has never been so profound as now, as we live and work in such uncertainty and move forward with greater flexibility and more blended and hybrid approaches to how, where and when we work.

We know at the heart of our organisations, are our people and to support our communities we need to ensure we are looking after our workforce as best we can.

Resilience and Mental Wellbeing:



Building Personal Resilience – Bitesize for all employees

Bitesize for all employees – 90 minute webinar

This short session, in a small group, is for all employees. Attending will give some simple tools and strategies to try out so that attendees can be as resourced as possible at work and in their whole life.



Building Your Team's Resilience & Mental Wellbeing

Bitesize for leaders and managers – 60 minute webinar

This webinar will cover strategies to increase social connection, how to spot signs and symptoms of poor mental wellbeing, how to apply tools and policies, to maintain the mental wellbeing of team members, which are vital to their health and performance.



Building Personal Resilience – extended learning for surviving & Thriving in Challenging Times

3 ½ hour webinar for all employees

This will help participants to develop skills for managing life's challenges in a way that strengthens and empowers. The longer format provides more opportunities to explore the topic.



Building Resilient Leaders and Managers

3 hour webinar for leaders and managers

This practical and engaging virtual interactive webinar to improve leaders and managers own resilience as well as building resilience within their teams.



Wellbeing Conversations: Managing Mental Wellbeing in the Workplace

4 hour webinar for leaders and managers

The management of mental health in the workplace is a health, safety and equality issue which is covered by legislation. There is an obligation to both support employees with mental health concerns and to manage levels of pressure in the workplace. Good quality wellbeing conversations are key to managing mental wellbeing and performance.



Coaching Culture – Sustaining resilient and healthy organisations through Mindsets

Online Tools purchased on a 12 month licence

Mindsets provides bespoke online learning covering a variety of topics. Each module is designed to create sustainable change through self-awareness, self reflection and accountability.

Mindfulness Meditation and its role in the Workplace



Mindfulness Meditation

2 hours virtual workshop for employees, leaders and managers

This webinar will cover an understanding of what meditation is and what the science is saying about the benefits of Meditation, applying mindfulness to life and work.

By increasing our ability to focus on the present, no matter what is happening in our working day, enables us to become calmer, less stressed and anxious, more energised and productive.

Art of Brilliance



Team Reboot

Flexible Delivery Options – face to face and/or online For employees, leaders and managers

Teams have been spent over 12 months apart with online meetings. As organisations unlock everyone needs to hit the ground running. Employees and leaders alike need a get-together that more than a reunion and/or business update, a Team Reboot.

Building Personal Resilience

Aim

Over recent times many of us have experienced new ways of working and living. Social distancing, the isolation of homeworking, or increased risks of field work, or re-deployment into new roles have all called for increased levels of resilience. As organisations consider what the future working environment may be, with discussions of a blended – hybrid approach we need to continue to build on our resilience and manage our personal wellbeing. So, what can help us to be at our best as much as possible when all around us is uncertain?

Learning how to recognise the signs and symptoms of not coping, stay in control and get help when we need it, and to create new ways of keeping connected and self-care strategies, are essential to maintaining our resilience and wellbeing.

Outline

This webinar covers these key areas:

- Identifying where are you in all of this - ways of being with what is happening. Options for you to try to discharge fears and to find peace in the moment. Why this matters.
- What works and what doesn't - what are you doing to support yourself and who supports you? Understanding what your physiology is wanting you to do and what works even better. Using your EAP support.
- Training your attention - energy follows attention. Focussing only on what you can control, or influence. Using mindful breathing to reset yourself
- Action planning - what is one small thing you want to take away and do from this learning. What can you share?
- The sessions are interactive, covers useful information, Q & As and individual exercises and discussion.

Outcomes

In order to support employees through this time, this short 90 minute webinar provides simple practical tools to equip employees to be as resourced as possible with whatever they have to handle.

- It culminates in setting delegates small developmental tasks to action this learning and to share with at least one other person
- The webinar will support delegates to train their attention - energy follows attention. Focussing only on what you can control, or influence. Using mindful breathing to reset.

Duration

90 minutes

Delivery Approach

Online interactive bitesize session via MSTEams

For alternative platform options please contact WME at info@wmemployers.org.uk

Audience

All employees

Delegates

Up to 8 delegates per session

Investment

WME Member :

£350 + VAT

Non-WME Members:

£420 + VAT

For face to face delivery costs please contact info@wmemployer.org.uk

Enquire Now





Building Personal Resilience – extended learning for surviving & Thriving in challenging times

Aim

Personal Resilience is a practical and engaging which will help participants to develop skills for managing life's challenges in a way that strengthens and empowers.

Although resilience depends in some part on personality, it is also determined by our behaviour and the way that we think and feel. These elements can be learnt so that we can get better at being resilient.

Outline

The webinar is designed to support delegates to:

- Understand the relationship between pressure, stress and resilience and recognise the signs and symptoms of stress.
- Using locus of control to identify where to take action.
- Explore the key ingredients of resilience and understand their own resilient strengths.
- Use their emotional intelligence to identify negative feelings, find ways to release these and identify where best to get support.
- Challenge negative thinking patterns and adopt a more optimistic outlook.

Outcomes

Delegates will develop an action plan of how they can apply the techniques and use the tips explored to build personal resilience.

Duration

3 ½ hours with a break

Delivery Approach

Online interactive session via MSTeams

Audience

All employees

Delegates

Up to 12 delegates per session

Investment

WME Member:

£650 + VAT

Non-WME Members:

£780 + VAT

Enquire Now

Building Your Team's Resilience & Mental Wellbeing

Aim

Our emotional wellbeing is vital and has come into sharper focus over recent times and changes. As well as the need to maintain your own emotional wellbeing, you need to maintain that of your teams.

Your team's resilience is crucial to the continuation of services. Understanding the risks around homeworking, social isolation, uncertainty, possible redeployment, a different working environment and/or patterns and changing personal circumstances is key to taking the correct action to support your teams effectively.

Outline

The key areas covered will include:

- Your leadership style and tone of communications with your team
- Help for yourself
- Impact on team members, particularly those with existing mental wellbeing/health issues
- Signposting to support
- Useful tools for a good quality wellbeing conversation
- Your policies, mental wellbeing/stress/attendance

Outcomes

This webinar will cover strategies and how to apply tools and policies, to maintain the mental wellbeing of your teams, which are vital to their health and performance.

Duration

60 to 75 minutes

Delivery Approach

Online interactive bitesize session via MSTEams

Audience

Leaders and Managers

Delegates

Up to 12 delegates per session

Investment

WME Member :
£350 + VAT

Non-WME Members:
£420 + VAT

[Enquire Now](#)



Wellbeing Conversations: Managing mental wellbeing in the workplace

Aim

The positive effect of mental wellbeing and the negative impact of poor mental wellbeing on employees and organisations is now widely acknowledged as is the importance of good quality wellbeing conversations to underpin the effective management of employees.

This practical and engaging virtual interactive webinar which will help delegates to develop skills for managing employee mental wellbeing safely and effectively for optimum performance.

Good quality wellbeing conversations are key to managing mental wellbeing and performance.

Outline

The key areas covered will include:

- Understanding mental wellbeing and gain an overview of mild to severe mental health conditions.
- Identify the sources, causes and warning signs of poor mental wellbeing and understand their impact on performance.
- Understand the business case for why organisations should invest in employee wellbeing.
- Understand their legal role and duty of care for managing mental health at work and use the organisation's policies and procedures relating to it.
- Use good questioning and listening skills to have good quality wellbeing conversation.

Outcomes

Delegates will have more confidence in holding conversations with their employees to support their mental wellbeing and to effectively signpost employees to sources of support and actively encourage them to use them.

Duration

4 hours with breaks

Delivery Approach

Online interactive session via MSTEams

Audience

Leaders and Managers

Delegates

Up to 12 delegates per session

Investment

WME Member:

£650 + VAT

Non-WME Members:

£780 + VAT

Enquire Now



Building Resilient Managers

Aim

Resilience is more important than ever. How we adapt to challenges will have a direct impact on the organisations performance and survival. Resilience is just as applicable to leaders and managers as it is for the employees they lead. Resilient leadership is not only about how leaders maintain and build their own resilience, but can be applied to support team members to do the same.

Outline

The key areas covered will include:

- Understand the relationship between pressure, performance, stress and resilience.
- Identify the signs and symptoms of too much pressure and know when to take action.
- Assess personal resilience against 4 pillars of resilience.
- Reaching out to a range of support both socially and professionally to build your emotional resilience.

Outcomes

Delegates will be better equipped to set healthy boundaries and practices around their energy and how they use it, putting in place practices to support the 4 pillars of resilience.

Duration

3 hours with a break

Delivery Approach

Virtual interactive webinar via MSTEams

Audience

Leaders and Managers

Delegates

Up to 12 delegates per session

Investment

WME Member:

£650 + VAT

Non-WME Members:

£780 + VAT

Enquire Now



Sustaining resilient and healthy organisations through Mindsets



How we think impacts the attitude we take to work, what we believe we are capable of and how we respond in challenging situations.

Creating the right mindset in our employees is therefore significant to engaging and developing a responsive workforce.

Mindsets provides bespoke online learning covering over 20 topics, including Wellbeing, Resilience, Growth mindset, Focus and Positive attitude. Each module is designed to create sustainable change through self-awareness, self reflection and accountability. It does this using quick and easy self-assessment questionnaires and micro-coaching exercises. Anyone who takes the module will receive a personalised profile based upon their assessment responses and they are given targeted micro-coaching exercises tailored to their results.

They are also given the opportunity to make commitments to change using our goal setting and habit tracking process. The bite-sized coaching exercises can be taken in a single sitting. Appealing to our shorter attention spans and busy schedules. They can also provide a valuable starting point for working with an internal or external coach. Because coaching is tailored to the individual it means it is as effective as possible. And coaching exercises spread out over time lead to effective sustainable change.

WME Offers

These products are purchased on 12 month licences, giving colleagues access to the resources throughout the year when they need it most. (Longer term deals are also available).

WME are working in partnership with Coaching Culture, the company who designed these fantastic development resources. We are pleased to be able to offer WME Member organisations, and those part of the West Midlands Coaching and Mentoring Pool access to the online tools for an unlimited number of users.

Investment

Mindsets

£5,000 + VAT for 12 months

Coaching Culture also offers online Coaching Skills Development modules: Lessons. Coaching for Wellbeing conversions is one topic of many.

Lessons

£5,000 + VAT for 12 months

Multi product discount:

£8,000 + VAT for 12 months (if you purchase both products together)

Additional discounts are available for subscribers to the West Midlands Coaching and Mentoring Pool.

The fees above are usually capped for a maximum of 500 users. Please get in touch to receive a free trial of these products..

Enquire Now



Meditation and its role in the Workplace

Aim

The modern workplace is more stressful than ever. According to the HSE (Health & Safety Executive) in 2018/19, over 600,000 people in the UK reported experiencing work-related stress, depression or anxiety. This amounts to 44% of all work-related illness.

When we can take time during our working day to focus on the present, it helps us to create a stronger control on how our minds function.

Meditation allows you to connect your mind and body to the present moment cultivating the awareness we all need in our lives to bring our minds and bodies in sync for optimum health and wellbeing. It is a simple practice that can be incorporated with ease in our daily lives and workplaces.

Outline

A typical workshop would cover:

- Understanding what meditation is
- What the science is saying about the benefits of meditation
- Understanding the key fundamentals – posture/ breath
- Introduce mindfulness meditation techniques
- How to bring mindfulness into your life and work
- How to create your own regular meditation practice in a busy world

Attendees will be provided with an electronic workbook and should be seated in a comfortable chair and place..

Outcomes

Creating a workplace that results in a positive experience for employees brings a wide range of benefits, both physically and mentally to the employee and as a result can lead to an increase of productivity and engagement for the organisation. One of the ways of being able to create a more positive experience is through the development of life skills such as mindfulness and meditation.

Duration

2 hours

Delivery Approach

Virtual webinar via MSTeams

The sessions are informal with a mix of teaching, discussion, and guided meditation. Meditation's themselves will last no longer than 10 minutes at any one time.

Audience

All employees

Delegates

Maximum of 12 delegates per workshop

Investment

WME Member:
£395 + VAT

Non-WME Members:
£475 + VAT

Enquire Now



Art of Brilliance: Team Reboot

Aim

Your people have been a whole year apart! That's twelve whole months of online meetings! As the world unlocks we need to hit the ground running and to be able to take the "new normal" by storm. Your fabulous staff need a get-together that's more than a reunion and/or business update. Art of Brilliance's TEAM REBOOT is designed to do exactly that.

Outline

We'll deliver some themes from the science of human flourishing that will leave your people refreshed, energised and ready to make the most of new opportunities as they arise.

Outcomes

Your team will leave with clarity of purpose and a spring in their step.

Duration

TEAM REBOOT can be tailored to the needs of your organisation and can be run as a half or full day or even a programme of sessions that form the best little team "Wellbeing Workout" in the world.

Delivery Approach

Face to face workshops – it is also available as an online programme. There is a format to suit you.

Audience

All employees

Delegates

There is no maximum of delegates per workshop.

Investment

Please contact Art of Brilliance direct to obtain a price for your chosen option - WME Members will be given a 15% discount off the total spend (Schools 10%) by quoting the following codes Members WMEM2021 and Schools WMES2021. This must be quoted at the initial conversation.



art of brilliance
'inspiring people'



Meet the experts

Sara Rawstron

Sara is insightful and personally empowering. Her purpose is to improve performance and bottom line results by enabling people and organisations to find effective ways through difficulties/pressure/challenge/change so that they can thrive and develop, rather than burnout, become disillusioned and under perform.

Sara's background was in management and leadership development before specialising in mental wellbeing at work. She has an academic background in psychology and is also a fully qualified Coach.



Karen Pearson DipBSOM

Karen is a qualified meditation teacher with the British School of Meditation who are externally accredited by Ascents.

Karen has combined many years' experience within HR change management and leadership development roles in both private and public sectors with over 20 years of practicing a range of different meditation techniques, resulting in the creation and delivery of mindfulness and meditation workshops that support organisations to evolve their wellbeing programmes.



Jackie Lawlor

Jackie Lawlor is a CIPD qualified Independent training facilitator (since 2004), and an ILM Level 7 business executive. Among other things, Jackie regularly facilitates Resilience training to staff groups at all levels, initially in the NHS for five years and in the last two years to a variety of staff and managers within Local Authorities. Jackie is interested in helping people to create the conditions to be at their best and does this by enabling people to identify resources they may have which may be outside of their conscious awareness. Jackie herself uses the Resilience tools she shares, every day in her own life.



Andy Cope

Andy has a PhD in positive psychology, is a qualified teacher, best-selling author and happiness expert. In times of rising depression and an epidemic of anxiety Andy believes there has never been a more appropriate time to raise the wellbeing agenda.

Andy works with some very large organisations as well as local authorities and has recently tailored his workshops to meet the needs of the Education and NHS sectors too. His books are frequently on the best-sellers list and have all topped the personal development charts. He is a sought-after keynote speaker and authority on employee engagement, wellbeing and human flourishing.



Contact

For more information and to book sessions contact
the WME team via info@wmemployers.org.uk



Thriving in Retirement - Life beyond Work



Life Beyond Work – Thriving In Retirement

Retirement

The act of leaving your job and stopping working, usually because you are old. (Cambridge Dictionary definition.)

Sounds so negative, doesn't it? Like you're giving up. You **are** giving up your paid job, possibly after many years. However, this is a new chapter, full of potential. Instead of someone else deciding what you should do with your working time, when you 'retire' it's all "free" time. It's easy to get excited about this freedom from the world of work– yet we know that after 30, 40 or more years of working routines this major life change is going to take some getting used to.

Why this workshop, why now?

At WME our teams, coaches and associates have noticed an increase in conversations about life beyond work. Perhaps the pandemic has brought into sharper focus what the point of it all is – with a YOLO (You Only Live Once) attitude. More people are wanting to make that transition to part or full retirement, not so surprising given the ageing structures of our workforce. That's why we have explored the idea of a workshop to help your employees (maybe even you) with these big life decisions.

It's not just about the money. Retirement is a major life change.

Most pre-retirement workshops focus solely on the financials – yes that is essential thinking. This session assumes you've already got your figures and done the calculations. Deciding when you retire isn't just about making sure the **MONEY** is there, it's about how you will find new **MEANING** in your life post leaving work.

So that's the focus of our workshop, finding and keeping your mojo and motivation in the latter years of your working life **AND** helping you plan for your retirement so you can really think through this major life change for you.

Retirement is one of those major life transitions and the research shows that people who think through the issues and implications of life beyond their day job thrive better.

Filling time can be scary

Work is such a big part of our lives it can be hard to leave it behind even if it's stressful and exhausting, even if you no longer enjoy your job. It feels secure, safe, someone else is setting your priorities. All that disappears - what you do is all down to you. Once the honeymoon period has passed and the joy of not setting an alarm clock disappears, people can feel lost and depressed without it, without that structure, that teamwork, that commute, that visit to the café, that regular zoom call. All gone.

Making a new contribution – we are so well placed to serve

The people coming on this course will have one thing in common; they've given significant years of service to their community, to their residents, to their organisation's and that doesn't need to stop!

Retirement is about deciding how you most want to spend your time. Becoming a Samaritan, a coach or mentor to pass on your wisdom, other paid work, setting up a business, becoming a foster parent, travelling, looking after grandkids, helping run a soup kitchen or running a marathon ...one thing is sure; finding a new purpose – the thing that gets you up in the morning is the biggest single challenge of retirement. Studies show that you will live longer and healthier if you have a strong sense of purpose.





The Benefits:

For delegates:

- Motivation **NOW** - as you look back over your career and what more you want to do – and your legacy.
- How to best prepare for your **FUTURE** into retirement.

For employers:

- Demonstrable commitment to the wellbeing support for your people.
- Ensuring your people are committed, engaged, and focused so they stay motivated pre-leaving and succeed into retirement.
- Our employees in Local Government have something unique - public sector values. If we can encourage and provide them with opportunities so they can continue 'giving' to their communities – it's a win-win for all!

Duration:

Half day.

Delivery Approach:

An on-line workshop using the Zoom platform or in-person at your location.

Audience:

Everyone who has started pre-planning for retirement.

Delegates:

Up to 16 delegates per session.

Our Associate

We've teamed up with Fiona Narburgh, one of our Regional Associates, who herself after a successful career of over 30 years in local government is thriving in retirement, and now supports others in the transition to life beyond work.



Investment Required

WME Member:
£775 + VAT

Non-Member:
£930 + VAT

We are hoping to run up to 4 open sessions throughout the year, dates to follow and will be priced at £99 + VAT per delegate for WME Members and £119 + VAT per delegate for Non-WME Member

For more information or to book a workshop please contact info@wmemployers.org.uk

Workshop outline

Aim:

For Delegates:

This course will help prepare positively for a very different lifestyle in retirement and to make the most of newfound 'gift' of time. There's evidence to show that making plans about the future means we are more likely to thrive in our later years. It will allow participants to think through the emotional, practical, and psychological issues of retirement constructively.

Maybe there are still a few years to go till retirement this workshop will also help participants to keep their mojo, enjoyment and motivation and help to consider their lasting legacy.

For the organisation:

This workshop can form part of your performance and wellbeing offer to your employees in the years approaching retirement. They've given their time, skills, and experience for many years; you want to make sure they thrive beyond the workplace.

But actually, it's more than that. How many times do we see people counting down the days, weeks or even years - before they go? That's not great for them; it's certainly not doing the business or their colleagues any favours.

This workshop will help renew their enthusiasm and engagement at work – a bold objective indeed. How? By helping people engage in the here and now of the workplace and appreciate just what it is that they get from work, whether that's teamwork, a sense of community, making a difference or something else entirely.

Outline:

The workshop content will include:

- **Before you go** – what you get from work and what are you proud of/ your legacy
- **Thinking it through** – the top ten issues to think through of RETIREMENT
- **What sort of retiree will you be** – the six types
- **Your plan** – practical actions for now and for the future
- **Great reading and support** – for your journey ahead

Outcomes

The workshop will enable participants both to take stock of their achievements so far and then focus on their priorities ahead of leaving, recording these for later discussion and refinement with their manager. This may include some new 'making a lasting impact' actions for discussion.

The workshop will also make sure your experienced people don't leave without passing on their wisdom, transferring that invaluable knowledge to their colleagues. That's about helping with your succession planning. It's good for business to get the best out of your people and particularly true as they exit.



Human Conversations Masterclass

Good communication is essential in any relationship but when your team is virtual it is crucial.



The way we work has changed – but not fast enough. In the current challenging climate, most Local Authorities and public sector organisations are looking closely at what they do and how they do it.

Good Human Communication will be at the heart of this success, which will ensure that employees are invested in this new vision with their hearts and minds.

For teams it is important to develop protocols about communication and reporting, so as to work effectively and maintain team cohesion. When working in different locations and at different times, social relationships need to be maintained and appropriate online and offline mechanisms need to be developed. The Human Conversations Masterclass offers the skills that are required to make this a success.

Now, more than ever, we are operating in a VUCA world (volatile, uncertain, complex & ambiguous) where it is even more important that conversations are clear, concise and

understood. Misunderstandings will be less easily and less quickly corrected when teams are working at a distance, and even well-understood processes are going to need greater levels of collaboration and creativity between people to be effective in the 'new normal'.

Self-awareness is the first step

The focus of the learning is on the individual (self). Once we gain an awareness of our own (in-built) de-railers (or obstacles) to having an effective conversation, and once we have become skilled in the new techniques which will be introduced during the workshop, people will be better equipped to have more effective conversations, across all subject areas and with all parts of the organisation, and beyond.

The fundamental behavioural limitations that get in the way of us having effective conversations, and the techniques that help us to overcome these limitations, apply to all conversation types. Once people have acquired new conversational skills which they can apply in one situation, with one group of people, the same principles will apply to other situations.

You have got this!

Ongoing commitment and practise will be required to keep improving, and to overcome the naturally occurring de-railers that we all have by default. For this reason, delegates will be encouraged to practise with the new skills back in the workplace. After Session 1, and during Session 2, delegates will be provided with a further opportunity to reinforce the techniques and cement the learning.



Louis Collins

Learning sessions:

The masterclass is appropriate for all employees, although we would encourage grouping people operating at similar levels within the same group as they will typically be facing similar conversational challenges.

We find that employees that benefit the most from these sessions, are those who have management or supervision

responsibility, whether that be from two direct reports to several and multiple reporting layers.

Whatever your management responsibility you will be better equipped to engage in a full range of conversations, with an ever-widening population of people.


Purpose of sessions



The Masterclass will provide you with the skills to improve the conversations you have with:

- Your peers and colleagues – enabling more collaborative and co-creative working environments
- With your boss – helping you bring important issues to their attention, assisting them to be more effective leaders, giving you the confidence to raise challenging issues
- With your direct reports – so that you can motivate, inspire, and encourage people to take greater responsibility, grow and develop, and produce their best work
- Across the organization – with other teams and departments, across matrix structures, with dispersed and remote working teams

Learning outcomes



The knowledge and skills you acquire will enable you to tackle conversations more confidently and effectively in the following areas:

- Performance Management
- Discipline and Conduct
- Coaching & Feedback
- Creativity & Problem solving
- Mobilizing and supporting people through Change Initiatives
- Developing People through their career journey
- Negotiation, Influencing and Selling ideas and proposals



Duration

Week	Activity	Method	Objective
Week 1	Pre-Reading and Case Preparation using template sent out in advance	Individual delegate preparation time	Prime thinking about having conversations & consider what sort of things cause them to not be as effective as they would like
Week 2	Session #1 Personal Insights and New Skills	Zoom Session for 8-10 delegates	Explore what goes wrong in conversations and introduce techniques for helping them be made more effective
Week 3	Practice in 'real life' work environment	Delegates practise the new skills in the work-place	Explore what goes wrong in conversations and introduce techniques for helping them be made more effective
Week 4	Session #2 Live Learning Lab through Group Coaching	Zoom Session for 8-10 delegates	Reinforcement of the learning. Group reconvenes and practises the new skills using personal cases in pairs with active on-line coaching support

Delivery Approach	An online interactive session with engagement driven through a balance of facilitator input, exploratory virtual discussions and the chat function, smaller group discussions using breakout rooms, shared inputs using whiteboard and polls. Our preferred platform for delivery is Zoom.
Audience	All employees, particularly relevant for managers. Up to a maximum of 10 delegates.
Pework	There will be some pre event learning materials to help you get the best from this masterclass.

Investment required

Masterclass

WME Members: £925 plus VAT
Non-WME Members: £1110 plus VAT

For more information and to book sessions contact the WME team via info@wmemployers.org.uk

Top tip

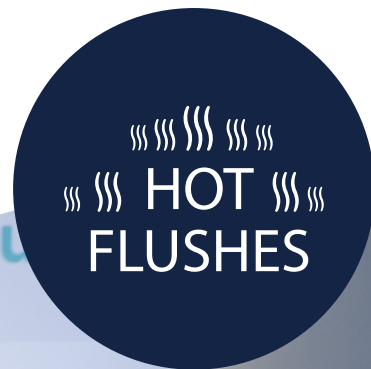
For members of West Midlands Coaching Pool we would encourage all delegates to consider free coaching to supplement and embed learning following this masterclass.



Menopause and the Workplace – the facts

Menopausal women are demographically, the fastest growing group of workers in the UK

Educating managers is one of the best ways organisations can support menopause at work



TALKING
MENOPAUSE

More and more organisations are realising the importance of understanding the impact of the Menopause on their workforce and what this means for HR and Diversity & Inclusion professionals.

The average age range for menopause in the UK is 45 to 55-years-old, and depending on demographics, this can represent a large percentage of a workforce. Menopause symptoms are wide-ranging from hot flushes and memory/concentration challenges to brain fog and severe anxiety with mental health issues.

Every employee's menopause experience is different, but the symptoms can have a significant impact on productivity and motivational levels!



TM Surveys show that 81% suggest menopause had an impact on their performance



98% wanted to see menopause normalised in their workplace



Around 3.5 million women aged 50+ are currently employed in the UK



Studies show 1 in 10 women who worked during the menopause have left a job due to their symptoms



Over 75% of women do not realise their symptoms are due to the menopause which is a challenge to them, their colleagues and employers.

Taking positive action?

Inclusive employers are acting now to raise the profile of menopause in the workplace so no employee has to leave work, reduce their hours or take on a lesser role solely through lack of workplace support and understanding.

Employers have a responsibility for the wellbeing of all employees and to ensure diversity and inclusion. Talking about menopause can help improve productivity and reduce absenteeism by leading and encouraging conversations between colleagues around practical needs and support, ensuring positive solutions across all levels of the organisation.

If we can increase menopause awareness in the workplace and create an environment where individuals feel supported, absenteeism reduces and productivity improves.



Let's start Talking Menopause

To enable the organisation to start to really embed awareness and cultural transformation.

Helping to:

- Engage your managers and employees in the menopause and understand it and its impact in the workplace
- Give employees the confidence to be open about their menopausal challenges
- Support employees on their menopausal journey to ensure productivity levels are managed
- Recognise that menopause at work is everyone's business

Supporting Menopause

This 2 hour workshop is aimed at all managers with responsibility for their employees wellbeing in the workplace.

It will help you find ways of raising awareness and will explore strategies to create a workplace where menopause is accepted and supported and not taboo!

Delegates will cover:

- Taking responsibility for the health, safety and wellbeing of menopausal employees
- How employee legislation should impact on decision- making
- What is menopause and who is affected
- The provision of practical tools and solutions
- Case studies in breakout session
- Creating the right culture and environment
- How to approach conversations about the menopause

Start Talking Menopause

This general awareness session provides an opportunity to raise awareness for all and to encourage employees to start talking menopause!

Delegates will cover:

- Understand the key facts
- Understand symptoms and how they can be recognised
- Understand the impact in the workplace
- Encourage and identify practical solutions
- Be and feel supported and to be able to offer appropriate support to others



In case you feel nervous about the content, here's some client feedback!

"Thanks to Talking Menopause for providing insight, myth busting and making talking about the menopause easy for me as a man, husband and a leader. Delegates were inspired, conversations have started and work is underway..... The day was a true success. Thank you for your support, encouragement and ongoing commitment to Dorset Police."

Chief Constable James Vaughan



"Very informative, professional and tackled in a very sensitive way without causing embarrassment"

Male Head Teacher, Derbyshire Academy



DIFFICULTY CONCENTRATING

"Not a lightbulb moment, but more of a lighthouse one – thank you so much."

Officer, Devon & Cornwall Police



WEIGHT GAIN

If you would like to book a workshop, discuss alternative delivery methods or any bespoke offers to enhance your organisations approach to inclusion and wellbeing

Please contact info@wmemployers.org.uk

Investment

A 60-minutes session with unlimited delegate numbers:

Members: £550 + VAT

Non-Members: £660 + VAT

A 2-hour workshop for up to 40 delegates:

Members: £725 + VAT

Non-Members: £870 + VAT

Meet our experts

Lynda Bailey



launched Talking Menopause in 2017 to increase menopause awareness, education, and support in the workplace to all employees across a broad range of organisations.

Being acutely aware of menopause and its impact at work, Lynda, as a leader in the her organisation, felt a responsibility to make menopause support at work accessible for all. She believes menopause firmly sits within diversity, inclusion, and gender equality.

As testament to her work the West Midlands Police support group she set up is still thriving helping menopausal employees navigate a way through their symptoms. Lynda won the West Midlands police diamond award for diversity for her menopause work. The first time the award had been given for menopause.

Lynda now uses her management experience, knowledge of effective working practices and menopause education to support other organisations to be menopause confident.

In February 2022 Lynda was invited to give evidence to the Women and Equalities Select Committee menopause inquiry and has also appeared on ITV Central news.

Sarah Davies



is a multi-lingual, experienced and qualified business coach, facilitator and trainer who launched Talking Menopause in 2017 to increase menopause awareness, education and support at work to women and men across a broad range of organisations www.talkingmenopause.co.uk She feels passionate about making a difference to people's lives and previously helped Dr Louise Newson launch and as Business Manager manage menopause her clinic (previously Menopause Doctor, now www.balance-menopause.com).

Sarah is determined to ensure all employees are empowered with evidence-based facts and appropriate support routes to help themselves & others. She previously spent over 10 years in senior international corporate roles before recruiting senior executives with Heidrick & Struggles with the Professional Services and Retail sectors.

Earlier in her career, Sarah worked in International business development and client management positions for global clients. She has played an active role in a number of major cultural change and business transformation initiatives working at Board level.

She often contributes to regional radio programmes, national news and has published a number of articles in various newspapers & magazines

Developed in partnership with



Inspire People Professionals Academy

September 2022





Inspire People Professionals Academy

The 2020 pandemic prompted a dramatic channel shift in the way organisations work and deliver services. Human Resources and Organisational Development professionals have been at the heart of this challenge, enabling both our people and organisations to not only respond but also to thrive. Now is the optimum time to build the strengths and capabilities of our HR and OD professionals to prepare them for leading a post Covid-19 world of work.

The LGA perspective

We are promoting Inspire People Professionals as part of our programme of support to councils across the country. In responding to the impact of the 2020 pandemic the role played by HR and OD professionals together, is critical to the redefining of our organisations and the way we work.

We provided a subsidy to those attending the first two pilot cohorts to encourage early access and evaluation. We believe this programme will enable our HR and OD professionals to be better prepared for the recovery and reset work that lies ahead.

The CIPD perspective

We recognise that the role and purpose of HR and OD has a pivotal leadership role in helping organisations survive and thrive post-pandemic. People professionals are going to have to adapt and learn quickly to create compelling value propositions, establish new and innovative models and ways in which we can engage and develop people.

From such an unprecedented time has come a lot of positive change. Innovative problem-solving and creative ways of working forced us all to think and act in a more agile way. Whilst this has provided an opportunity to show the immense value people professionals add it has also highlighted the challenges and opportunities that they face. For example, with all the changes happening and the demand and opportunity for our profession, we need to focus more on the development of our skills and capabilities so that we can step up, have the courage to innovate, and adapt to the fast-changing world around us.

We know that the world of work is changing rapidly, and we're committed to supporting people professionals not just to adapt, but to anticipate that change so that they're prepared and equipped to thrive in a changing world of work.

Inspire HR & OD

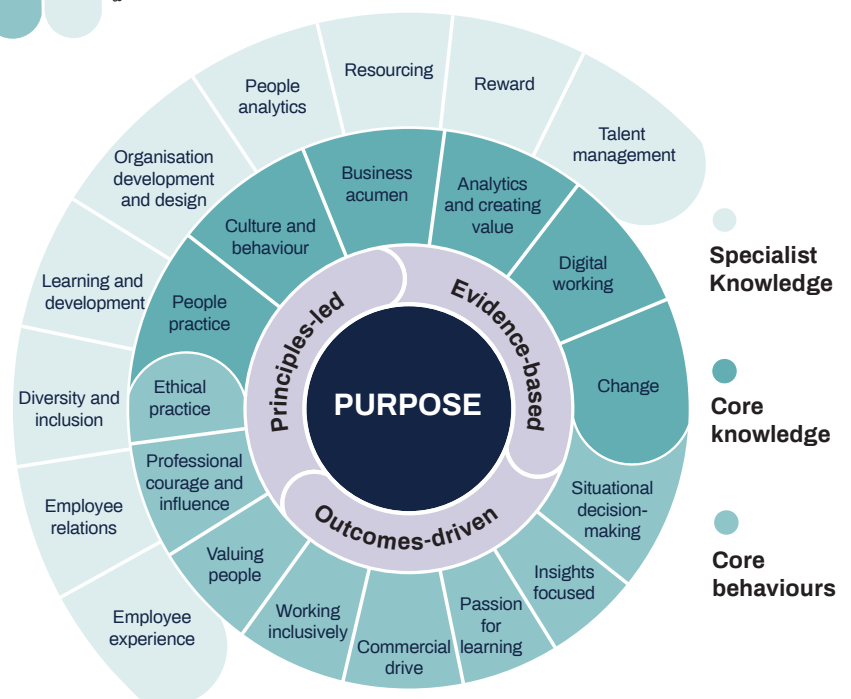
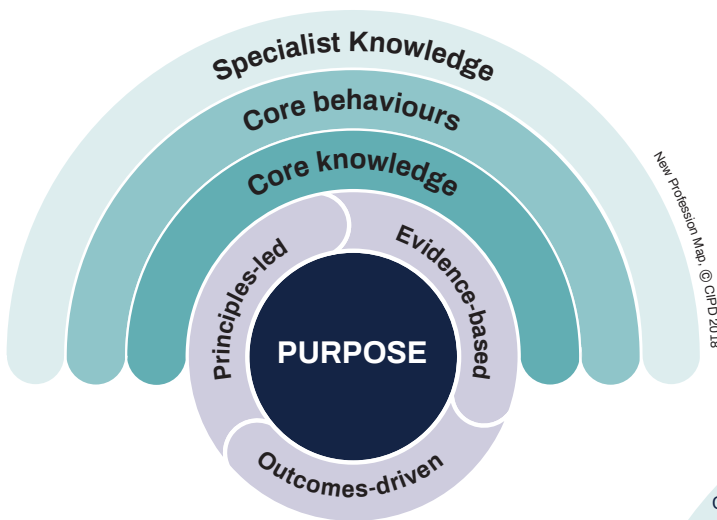
Inspire People Professionals is an Academy Programme combining the essentials of Human Resources, Organisational Development and Design. It is an evolution of two successful initiatives (Aspire HR Business Partners and Inspire OD) previously delivered by WME working in partnership with the CIPD and the LGA.

The People Professionals Academy is a more flexible and virtual approach to developing your leadership, offering a series of CIPD development modules that can be combined to deliver a complete programme, or offered as a Inspire HR essentials or Inspire OD essentials.

Academy Learning is online via virtual classrooms spread over 12 weeks, coupled with some self-directed learning, enabling professionals to access learning in a way which fits into an already busy and demanding role.

CIPD's learning experts have created a technology-enabled learning environment, with expert facilitators, which delivers an easy to access, engaging, high energy, interactive, live learning experience. Live chat, impactful slides, whiteboards and easy-to-use tools are all used by our facilitators to proactively remove barriers to participation, to ensure that everyone's voice is heard and that all learning needs are met as people learn, share and develop together, wherever they may be. The programme incorporates key aspects of CIPD learning and research and insights from Local Government so that the programme is contextualised to the public sector and within the current context of work in our sector including responding to the Covid Pandemic, creating positive and inclusive working environments.

The result is an exciting new Peoples Professionals Programme framed around the CIPD professional map and with a focus on the CIPD Core Behaviours and latest research. The Inspire range of learning modules will address a broad set of professional needs and support learning and development across a variety of levels of experience.



The Academy Experience

Each cohort joining the Academy will have a maximum of 18 participants and will start with a welcome session to provide context, followed by 8 learning modules (40 hours) and end with a wrap-up session to review and share learning impact. Participants will be asked to commit an additional 15 hours of self-directed learning around core behaviours for which each participant will be provided access to CIPD's e-learning environment.

We will also be encouraging all participants to adopt self reflective practice and apply learning to their own work environments through a sponsorship approach.

Participant Sponsors

This could be your line manager, Head of Service or Director. The role of the sponsor will be to act as a 'mentor' as you proceed through the course, to encourage you to self reflect, to apply techniques gained



from the programme within the real world and share learning with your teams. Sponsors will also be encouraged to participate within our evaluation process.

We anticipate that participants of the Academy will become future sponsors, supporting their colleagues in developing the mind and skill sets vital to our profession and sector.

Feedback

We will ask all Academy delegates to provide feedback on their experience. Feedback is important to us to help ensure we continually improve the delegate experience and to also understand the impact the programme has in supporting our councils.

Modules

- 1 Inspire, Inform and Innovate the Future of Work
- 2 Data Analytics for People Professionals
- 3 Adopting People Professional Behaviours for maximum impact
- 4 Strategic Workforce Planning for People Professionals
- 5 Making reward and recognition strategies work for you
- 6 Creating employee engagement strategies
- 7 The importance of Effective Organisation Design
- 8 Managing Change through Organisational Development Practice

Modules

1

Inspire, Inform and Innovate the Future of Work

Duration: This one-hour online learning session is our golden thread throughout the programme.

Overview: The focus is on the changing world, the impact of a pandemic and the need to build more inclusive work cultures. People professionals need to consider the Future World of Work, the Workforce and the Workplace so that they can adapt to meet the transformation.

2

Data Analytics for People Professionals

Duration: 8 hours of Virtual Learning

Overview: Data and analytics is becoming increasingly crucial in order to understand organisational insights and influence business decisions. Within this module practical case studies on how to effectively use analytics in your organisation will be key. The module is aligned to the CIPDs analytics portfolio and has been informed by latest CIPD research and designed by a team of analytics experts. You will benefit from advice and guidance by a leading expert in the field and have the chance to pose your very own questions in an interactive environment.

3

Adopting People Professional Behaviours for maximum impact

Duration: One hour of Virtual Learning

Overview: The use of 'self' in OD practice, to influence with an OD mindset, skills and confidence to establish your credibility in enabling sustainable change within your organisation. Recognising where the power lies, and using your spheres of influence to create positive impact.

4

Strategic Workforce Planning for People professionals

Duration: 4 hours of Virtual Learning through 4 sessions

Overview: Strategic workforce planning is a critical part of how an organisation delivers on its strategy, supporting an organisation in determining future capability needs and a more efficient and effective approach to resourcing. Following this course you will be able to create a forecast of future workforce needs, determine the gap between current demand the future forecast, and build an action plan to close the gap. This module will be delivered through 4 virtual sessions: Introducing workforce planning, establishing baselines, supply, demand and gap analysis and action plans and delivery.

5

Making reward and recognition strategies work for you

Duration: 4 hours of Virtual Learning

Overview: This module enables delegates to gain the knowledge and understanding of aligning reward with the organisational strategy, understanding the business context of reward through intelligence analysis. Individuals are motivated by different stimuli and we will review how using a range of engagement techniques creates a variety of results. Performance is a key measurable for organisations, therefore we look at how factors such as pay, bonus, recognition and incentives can impact individuals and the organisation as a whole. Overall it addresses the reward environment in which organisations operate and looks at the resources required to manage reward schemes.

6

Creating employee engagement strategies

Duration: 4 hours of Virtual Learning

Overview: Keeping your employees engaged, with a sense of belonging and purpose to your organisation is critical to ensuring you have an agile workforce who will support your organisation with levels of discretionary effort needed for success. In difficult working times how do you ensure you engage your workforce, demonstrate their value and ensure they have a voice? This workshop will provide you with insight on different approaches to engagement, and how to make these strategies fit your organisational culture.

7

The Importance of Effective Organisational Design

Duration: Total 10 hours virtual learning across multiple sessions

Overview: The Organisation Design programme has been refreshed to equip you with straightforward frameworks, approaches and practical tools facilitated by practitioners with a wealth of experience to address our modern work challenges. The programme starts with assessing the work that needs to be done to meet the organisation's aspirations and then shows you how to design options for better aligned organisational systems.

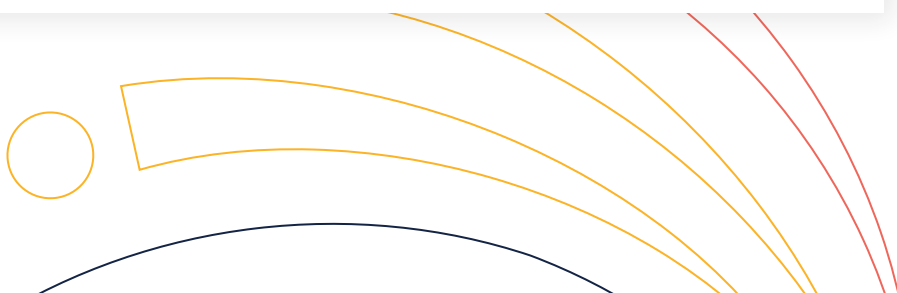
In addition to learning through a facilitated virtual programme, participants are encouraged to work in pairs and groups off-line to practice and embed the learning using a relevant case study. Participants will have the opportunity to share this learning with the wider group in the virtual learning classroom.

8

Managing Change through Organisational Development Practice

Duration: Total 6 hours virtual learning across multiple sessions

Overview: This programme covers the fundamentals of Organisational Development including the history; the key thinkers; and the evolution of Organisational Development practice. We will consider a range of approaches and tools that can be utilised to strengthen your OD practice.





Behaviours Digital Content

We will be providing additional content by a variety of methods from access to research, reports and guides as part of the Academy to enable self directed learning. The live webinar based sessions are focused on the technical knowledge required to be an effective practitioner, however having the right behavioural competencies is equally important to make the best impact. Therefore we will be providing you access to CIPD's digital learning modules covering the **eight core behaviours** of the new Profession.

These include:

- Ethical practice
- Professional courage and influence
- Valuing people
- Working inclusively
- Commercial Drive
- Passion for learning
- Insights focused
- Situational decision-making

Our Subject Matter Experts

We are really excited to bring you the latest insights and research from the CIPD, working with a range of highly experienced CIPD consultants, and subject matter experts. They each come with a wealth of knowledge, experience and understanding in their given subjects which enables them to contextualise learning for our public sector environment. Some faces you will know and some will be new – but they will all bring a fresh perspective on the session topics.



Kerri Brennan

[in](#) [LinkedIn](#)



Omar Ismail

[in](#) [LinkedIn](#)



Esther O'Hallorhan

[in](#) [LinkedIn](#)
[Twitter](#)



Giles O'Halloran

[in](#) [LinkedIn](#)
[Twitter](#)



Jaimini Laskhani

[in](#) [LinkedIn](#)



Meg Pippin

[in](#) [LinkedIn](#)
[Twitter](#)

Delivery Partners

The Welcome and Wrap-Up session at the start and end of the programme will be presented by West Midlands Employers and our delivery partners;



Matt Gofton

Senior Employer Solutions
Manager at the CIPD

[in](#) [LinkedIn](#)



Nigel Carruthers

Senior Advisor at the LGA

[in](#) [LinkedIn](#)
[Twitter](#)



Your investment

Each Inspire Academy has a maximum of 18 participants to support high quality learning. Demand for this programme is generally high so please book your place early.

Participants can join the comprehensive HR&OD Academy, delivered by the CIPD, offering 55 hours of learning

Great Value Investment

£1500 + VAT

WME members

Non members - £1800 + Vat

Group Bookings of more than 6 delegates
email info@wmemployers.org.uk

Are you a CIPD Member?

If not, but you are planning to register for CIPD membership, then as an Inspire delegate CIPD will waive the membership joining fee of £40 + VAT if you join now.

To access this special offer tick the **I want to Join CIPD** box on the programme booking form and we will confirm next steps with you.

BOOK NOW

Why Inspire?

- ✓ It is aligned to the CIPDs Profession Map.
- ✓ It is informed by the latest CIPD research.
- ✓ Each module is designed by leading experts in that field.
- ✓ It uses a range of approaches and tools to strengthen your practice.
- ✓ It focuses on contextualised learning, bringing in private sector examples but applying these within the local government context, through CIPD, LGA and Regional Employers Organisation insights.
- ✓ It promotes networking with professionals across the sector to encourage learning beyond the virtual classroom.
- ✓ It provides the opportunity for self reflective and self directed learning to enable transfer of knowledge to the workplace.

Does this Inspire you?

We believe the academy is suited to those who want to;

- Create a culture channel shift enabling all HR and OD colleagues to work with a similar mind and skill set
- Influence future working and the organisation's dynamic and design
- Better understand how they can effect change and build power to influence
- Secure a CIPD Certificate of Achievement, to operate at a strategic business partner level, ready for the next step in your career
- Evidence CPD working towards MCIPD or FCIPD accreditation.

We are not prescribing who this programme is for, that is a decision for you and where your organisation is on it's journey. We anticipate participants ranging from experienced practitioners to those new to HR and OD, and the course sessions will be managed to provide something for everyone, at every level.



Still have a question

For further information on this exciting new learning programme please get in touch with the WME team at:-

info@wmemployers.org.uk

General Enquiries: 0121 281 3558

A highly recommended programme by HR & OD Professionals



"I really like the fast pace of this programme. The sessions are great and I have enjoyed them all so far. They are well-delivered and the tutors demonstrate their expertise. It is good to have a range of tutors, rather than someone trying to be an expert in everything. The mix of tutor-led and break-out sessions works really well. Having time to break-out and discuss and apply what we are learning together is really valuable."



"Great programme and best I've been on in some years. Great value for money with realistic and pragmatic solutions suggested. The networking is great too and I've made some new best friends!"



"Every OD and HR professional should be able to attend this programme. So far, it's one of the best I've attended and I've attended a lot! Even after 30 years in the HR world, I'm learning loads. Thank you."



"Extremely grateful to be included on this Programme and have already seen a change in my mindset and behaviours from the modules I have undertaken and look forward to the rest of the programme."



Case Study

WMEmployers

Inspire People Professionals Academy Case Study

As local authorities set about post-Covid recovery helping local government HR and OD professionals to make those changes. The first graduates have clearly learned...

The pandemic has brought into sharp focus the critical role of HR and OD professionals in enabling local authorities to quickly adopt and reshape the way they work. As we emerge from Covid, it's clear the world of work in local government won't be returning to normal and councils are now weighing up what the means for their workforces. It highlights a growing need to invest in the development of people professionals so that they can shift from a reactive role to becoming leaders of strategic change in their organisations – as evidenced by the recent Chartered Institute of Personnel and Development (CIPD) report, People Profession 2030.

With that in mind, West Midlands Employers (WME), the CIPD and the Local Government Association (LGA) have launched the Inspire People Professionals Academy. The first cohorts have just completed a comprehensive programme of high-quality e-learning focused on eight modules delivered by leading experts.

To say it's been a success would be something of an understatement. An evaluation of the national pilot programme, funded by the LGA, shows participants now feel more confident and able to take the skills and knowledge they've gained and apply them in the workplace.

All modules received high satisfaction ratings with data analysis the most popular, scoring 100%.

For Debbie Hiller, Organisational Development Manager at Peaburroughs City Council, the programme has come at the right time.

Like many local authorities, the council faced major challenges during the pandemic – maintaining income for essential services. But it didn't distort the bigger picture, she says.

"I can see people are now really understanding what I do – and I understand my role better. One example is in the register."

"I'd been copying a lot of things up without really thinking about it. Now I'm trying to put evidence and outcomes on the bigger picture and we ended up the programme. HR tends to be a bit of a black box. But not now."

As we move into Inspire's hub of ongoing support.

She and Inspire showed purpose-wise," says Jackie, leading to the in the hub of ongoing support.

OD and measuring programme is to equip them for ahead.

Participants came to drive but using to improve Inspire

What the programme covers

The Inspire programme was created in partnership with the CIPD and the LGA.

The Inspire programme builds on two successful initiatives – Aspiria HR Business Partners and Inspire OD – previously delivered by WME in partnership with the CIPD and the LGA.

In the construction of the Inspire programme, CIPD used its collaborative international research, such as the People Profession 2030 report, to inform which areas would create the most value to delegates.

The research focused on the external drivers of change, how they impact the key trends in the world of work – now and in the future – and what this means for the skills and capabilities of people professionals.

The modular development programme aims to provide them with the knowledge and tools to create impact within their workplace.

A golden thread is interwoven into all of the modules throughout the programme.

- 1 Adoption of an evidence-based approach to inform future decision making
- 2 Being future focused
- 3 The importance of behaviours to create maximum impact

"Three cohorts have been delivered and the feedback from subject specialists has been outstanding," says Matt Cobbin, Senior Employer Engagement Manager.

"The level of interaction and engagement during the modules has ensured that delegates are not only gaining the knowledge from the course but are also providing solutions to the challenges they face."

Extensive feedback has been conducted from the first three cohorts and we will be evolving the programme to provide even more value for future cohorts. The CIPD looks forward to the delivery of future cohorts to champion better work and working lives."

To help highlight the programme outcomes we've put together a case study, showcasing insights found from those who participated in the national programme.

Case Study:

<https://online.flippingbook.com/view/312399808/>

In the report, we show:

Key features of the programme

Insights from the previous cohorts

Feedback from programme candidates

How you can get involved

"HR and OD professionals have a vital role to play in enabling local authorities to lead the post-pandemic recovery. This comprehensive programme creates the space for them to develop their skills, network with peers and ultimately apply learning in their day-to-day work."

Nigel Carruthers, Senior Adviser in the Local Government Association's Workforce Team

We are promoting this opportunity nationally through our network of Regional Employer Organisations. Participating regions include:



Developed in partnership with



Embracing and Advancing Equality, Diversity, and Inclusion

Inclusion is at the heart of success



Conversations around Equality Diversity and Inclusion have moved centre stage in many organisations over the last few months. The Covid Pandemic and the Back Lives Matter movement has forced all service providers and companies, whatever sector space they occupy to critically reassess what it is to be an inclusive organisation.

The focus may be different dependent on internal and external drivers such as healthcare inequality, stakeholder or customer engagement or review of how the judiciary delivers or administers justice. One thing remains clear; systems and processes, behaviours and organisational culture require scrutiny and change and complacency or resting on historical equity morals is no longer acceptable.

As the regional lead, we at West Midlands Employers are wholeheartedly committed to driving an agenda of genuine inclusion, free from conscious or unconscious discrimination or bias. In order to do this the work of the public sector must be to focus on equality practice internally to improve services externally and listen to feedback received externally to further refine practice internally.

To support our vision and organisational aspiration WME offer the following learning and development interventions:

Inclusive Recruitment Practices




These programmes aim to raise awareness on unconscious bias and how unconscious biases can impact the recruitment and decision making process. Recruitment plays a critical role in an organisations journey to becoming a more inclusive employer and having a diverse workforce and it's important to ensure that all senior leaders and managers involved in recruitment adopt inclusive recruitment practices as part of their core managerial and leadership skills.

Building our cultural awareness and competence





These programmes focus on developing our cultural competence - helping organisations to build a more diverse and engaged workforce by challenging behaviours, cultures, and systems to ensure inclusivity.



Inclusive Recruitment Masterclass: Balancing Bias in the Recruitment Process

Inclusive Recruitment		
	Recruitment Diagnostic	This is a bespoke consultancy service for organisations to review their Recruitment approach to identify areas that create exclusion.
	Inclusive Recruitment Masterclass: Balancing Bias in the Recruitment Process	This Masterclass explores the impact of Unconscious Bias when in the role of a hiring manager. Delegates will be presented with strategies to ensure they are able to recognise and address bias, while ensuring accessing the best talent available for the organisation.
	Recruitment & Selection Programme	This programme has been created to take managers through the entire recruitment cycle in a step by step way embedding in best practice and inclusion. This programme is targeted at managers with recruitment responsibilities and it is also a useful refresher for experienced recruitment managers.

Building our cultural awareness and competence

	Exploring Systemic Unconscious Bias Masterclass	To discuss, critically reflect and challenge yourselves in the area of diversity and inclusivity and to commit to a course of action that begins to dismantle the impact of systemic discrimination, often based on unconscious and conscious bias. This course explores how systems, policies and practice that are in place can unknowingly create exclusion and provides the awareness to tackle this.
	Unconscious Bias to Cultural Competence	This masterclass looks at how unconscious bias can raise awareness, create choice, and encourage responsibility, with a focus on organisational and individual IMPACT. Delegates will gain an understanding of the role of management and leadership in the context of culture change. Areas covered include, understanding the role of management and leadership, Multifaceted/Kaleidoscopic Worldview, Organisational Culture. Factors responsible for intercultural misunderstandings, cultural intelligence and finally changing mindsets, managing differences and recognising similarities.
	Fostering Inclusion in a virtual world	This masterclass is for leaders and managers tasked with developing high performing, diverse and innovative teams in a virtual environment. The move to virtual working has dramatically increased the risk of exclusion which can undermine an organisation's attempts to foster an inclusive and diverse culture. Therefore, equipping leaders and managers to actively create a culture of inclusion in a virtual environment is essential.
	The Art of Balancing Our Biases: Working together to foster inclusion	Fostering an inclusive and diverse culture at work is down to each and every one of us, and it is about much more than hiring practices. This workshop aims to inspire and equip people to play an active role in fostering inclusion, through developing mindsets and habits that enhance everyday interactions with colleagues.

Recruitment Diagnostic

Helping Councils to become more Inclusive Recruiters

As a sector, we are on a journey to ensure that our workforce is diverse and represents the communities we serve. We understand that there is a real need to support authorities in developing a diverse workforce, and working with Councils to become more inclusive recruiters. Recruitment is a key part of establishing a more inclusive approach and our experts will work with you to undertake a diagnostic of your recruitment processes, providing a framework to review your organisation's recruitment processes.

Diagnostic Objectives

- **Data Analysis** – This will include looking at workforce data as well as the demographics of the community the organisation serves
- **Recruitment policy and procedures** – Ensuring legal compliance as well as looking at opportunities to redress the balance for certain groups
- **Wording for advertisements** – Analysing adverts for senior roles and providing clear guidance on areas that can be improved and where appropriate the use of positive action initiatives or interventions
- **Job Descriptions** – Looking at ways to address gender bias and how to write Job Descriptions to widen the attraction and create a wider pool of talent through the use of gender neutral language
- **Application Forms/Process** – Advice and guidance to consider all groups and how to make applications and the process to support these more effective
- **Interviews** – Reviewing the makeup of panel members, questioning and decision making administration and process
- **On-Boarding** – Challenging the process to incorporate key considerations on inducting individuals to your organisation

Outcome – Report with Recommendations

Following the completion of diagnostic tool, the organisation will be presented with a report outlining key recommendations that affords a clear plan of action, with guidance and challenge for the organisation to apply to in-house processes.

Delivery Approach

A typical delivery consists of 1-2* days desktop review of key documents/artefacts, 1-day Analysis and report compilation, followed by ½ day Presentation to Management Team (*Dependent upon size of the Organisation)

Investment required

This is a bespoke consultancy offer which will require a customised proposal and cost.

To find out more please contact us for further details.



Inclusive Recruitment Masterclass: Balancing Bias in the Recruitment Process

Aim

Recent communications from the Government's Equalities Office has intimated that unconscious bias training does not appear to deliver results in behaviour in the long term and has unintended negative consequences. WME remain committed to supporting organisations through the delivery of equality, diversity and inclusion interventions which also includes conversations and input around the impact of Unconscious Bias; an integral part of the recruitment process. Most importantly we see this as being an important part of delivering on and supporting the Public Sector Equality Duty.

This masterclass is designed to help recruiters and hiring managers develop greater confidence and skills to make fair, objective and inclusive selection decisions. When your goal is to create an inclusive culture, the ability to hire talented, innovative, multicultural, multigenerational and diverse individuals becomes a critical skill for your managers and recruiters.

Their ability to recruit in an inclusive way has a direct impact on the quality and diversity of your talent. Consequently, your managers need to understand how their natural biases as a result might impact on the quality of their decision making and feel empowered to challenge and lead decision making during the interview process.

If you find yourself asking these questions...

- 'How can we recruit a representative and diverse workforce?'
- 'Why are we inclined to judge performance of one person, more so than another?'
- 'Why do the same faces get promoted, when others don't get a second thought?'

...this Masterclass will add value to your organisation.

Outline

The **Inclusive Recruitment Masterclass** increases participants' understanding of the impact unconscious bias can have on the inclusiveness of the process and the overall outcome. It takes hiring managers and recruiting professionals through the neuroscience of bias. It teaches practical strategies to ensure your managers are able to recognise and address bias, while ensuring access to the best talent available for the organisation. This masterclass includes:

- The legal essentials of recruitment and selection, plus recent findings from research into unconscious bias and its effects

- The types of unconscious bias, and their impact on recruitment, inclusion, engagement and performance
- How the power of assumption, association and preference impacts our decision making
- Greater insight into participant's own unconscious bias and how to mitigate this
- The ability to identify unconscious bias in others and challenge it

Outcomes

- Awareness of how the organisation's diversity strategy drives interview skills training and the importance of their role in delivering this
- Understand unconscious bias and its impact during the hiring process.
- Able to identify where discrimination could occur
- More skilled in managing their own bias during interviews or decision making
- Greater confidence to challenge and lead decision making during interviews

Duration
3.5 hours
Delivery Approach
Online interactive session via Zoom or MTeams
Audience
Recruiters and Hiring managers
Delegates
Maximum number of delegates per masterclass is 12

Investment Required

WME Member:
£725 + VAT

Non-WME Members:
£870 + VAT

Recruitment & Selection Programme

Experience the Power of Three. Within 3 practical workshop sessions, managers at all levels who may be new to recruiting staff or have strategic responsibility for recruiting in their service areas/teams or departments will learn effective recruitment and selection. This programme is also a useful refresher for experienced recruitment managers.

	Duration	Aim	Outline
Session 1 Reviewing the job	3.5 hours	To raise awareness of the importance of undertaking job reviews to fill vacancies and ensure a clear link to the organisation's strategic intent with regards to long term workforce development, talent management while embedding inclusive practice	<ul style="list-style-type: none"> It's not just recruiting to a job – what's the big picture? Ensuring succession planning and talent management Reviewing inclusive practice
Session 2 Pulling the recruitment package together	3.5 hours	Having contextualised your vacancy, this workshop will focus on ensuring the job description accurately provides an overview of the role that is supported by a clear person specification for the shortlisting process.	<ul style="list-style-type: none"> Exploring what you need from your potential applicant – The big picture Identifying the skills, attributes, experiences etc. they need to do the job-Is it a need or a want? A word on unconscious bias
Session 3 Crossing T's and dotting I's	3.5 hours	This workshop will focus on getting the logistics right to ensure your recruitment process goes smoothly	<ul style="list-style-type: none"> Agreeing your questions Agreeing your evidence Interview logistics – venue/ equality considerations Decision making Preparing to give feedback

Duration

3 Sessions, each 3.5 hours.
Total learning 10.5 hours

Delivery Approach

Online interactive session
via Zoom or MSTeams

Audience

Recruiters and Hiring managers

Delegates

Maximum number of delegates
per masterclass is 12

Investment Required

WME Member:

£1,875 + VAT

Non-WME Members:

£2250 + VAT



Developing Inclusion Competence

Recent communications from the Government's Equalities Office has intimated that unconscious bias training does not appear to deliver results in behaviour in the long term and has unintended negative consequences. WME remain committed to supporting organisations through the delivery of equality, diversity and inclusion interventions which also includes conversations and input around the impact of Unconscious Bias; an integral part of the recruitment process. Most importantly we see this as being an important part of delivering on and supporting the Public Sector Equality Duty.

The following masterclasses have been designed to look at the broader Inclusion picture which encompasses behaviours, systems and policy depending on what the organisation intends to focus on. The variety of offerings provided below will hopefully meet your organisational need and target the appropriate level of the workforce.

Exploring Systemic Unconscious Bias Masterclass.

Aim

To begin to discuss, critically reflect and challenge yourselves in the area of diversity and inclusivity and to commit to a course of action that begins to dismantle the impact of systemic discrimination, often based on unconscious and conscious bias.

Outline

- Exploring Unconscious Bias – context and meaning
- Where are you?
- Examining Unconscious Bias in an organisational, policy and service context
- Driving change and culture through leadership
- Committing to action and holding to account

Objectives

To provide a forum for leaders, policy makers and managers to understand the importance of looking beyond the equality and diversity debate and explore the issue of unconscious bias that impacts:

- Service provision
- Employee relations
- Organisational culture
- Employee retention and day to day management

To develop a course of action that begins to dismantle the impact of systemic discrimination predicated on unconscious and conscious bias.

Workshops have been designed to address organisational systems and is not a 'one-size fit all' solution. A degree of organisational analysis is required, and it is possible that this already available

in current data sets, previous reviews and reports would be useful to review beforehand to avoid the 'reinvention of the wheel' and ensure relevancy.

Workshops are interactive, organisationally, and personally reflective, incorporating a degree of personal stretch. Facilitators will work collaboratively with attendees as part of the learning process to ensure agreed actions are committed to but also embody clear accountabilities, monitoring and evaluation in line with organisational mission, vision, and strategy.

Duration
3.5 hours
Delivery Approach
Online interactive session via Zoom or MTeams
Audience
Senior Leaders, Policy Makers, all levels of management
Delegates
Maximum number of delegates per masterclass is 12

Investment Required

WME Member:

£725 + VAT

Non-WME Members:

£870 + VAT



Unconscious Bias to Cultural Competence

Aim

Recent communications from the Government's Equalities Office has intimated that unconscious bias training does not appear to deliver results in behaviour in the long term and has unintended negative consequences. WME remain committed to supporting organisations through the delivery of equality, diversity and inclusion interventions which also includes conversations and input around the impact of Unconscious Bias; an integral part of the recruitment process. Most importantly we see this as being an important part of delivering on and supporting the Public Sector Equality Duty.

Attraction, retention, and development are all key areas to help develop a more inclusive and diverse workforce. The approach of this masterclass would be applicable to all the above areas and would help create the foundations of knowledge across the organisations - at all levels and areas of professional expertise. This masterclass aims to work towards developing cultural competence within organisations.

Outline

- Introduction to unconscious bias (raising awareness, creating choice, encouraging responsibility) with a focus on IMPACT
- Understanding the role of management and leadership in the context of culture change
- What is culture? (Understanding the role of management and leadership, Multifaceted/ Kaleidoscopic Worldview, Organisational Culture)
- Factors Responsible for Intercultural Misunderstandings
- Cultural Intelligence
- Changing mindsets, managing differences, and recognising similarities – creating trust

Unconscious bias training which focuses on 'theory' alone can result in it being seen as a 'concept' resulting in a lack of knowledge transfer, lack of understanding on how each individual plays a role. It also explores limited self-reflection of one's own behaviour and responsibility.

Objectives

The masterclass focuses on the core fundamentals of inclusion and diversity which is to change behaviours to make a significant cultural change and impact. It is recognised that we all have some form of biases, created in our early years, so the challenge is: how do we interrupt those biases and their associated behaviours? If we take the perspective that we have social, organisational and team cultures, then the challenge is how do we adapt our behaviours to those different cultures we are part of? Key objectives of the masterclass will be to:

- Challenge behaviours and perceptions
- Increase knowledge through theory, assessment, and reflection of one's own behaviour
- Reflect on the role we play as individuals (manager, team member, leader)
- Focus on a key area of work – seeking to understand the 'practical' ways in which we can change how we work and the new behaviours we need to adopt

This masterclass will help take the principles of unconscious bias from theory base (inputs) to a behavioural base (focusing on outputs and outcomes).

Duration
3.5 hours
Delivery Approach
Online interactive session via Zoom or MTeams
Audience
Senior Leaders, Policy Makers, All levels of management, All employees
Delegates
Maximum Number of Delegates per masterclass is 12

Investment Required

WME Member:
£725 + VAT

Non-WME Members:
£870 + VAT



Fostering Inclusion in a virtual world:

If you aren't actively including, you are probably accidentally excluding.

This masterclass is for leaders and managers tasked with developing high performing, diverse and innovative teams in a virtual environment. The move to virtual working has dramatically increased the risk of exclusion which can undermine an organisation's attempts to foster an inclusive and diverse culture. Therefore, equipping leaders and managers to actively create a culture of inclusion in a virtual environment is essential.

Aim

When virtual distance in a team is increased, team members are at risk of feeling more disconnected and excluded. This dramatically impacts a team's performance and a leader's ability to foster engagement, trust, and innovation. This masterclass equips leaders and managers to understand the three aspects of virtual distance, the challenges associated with under and over inclusion and how they can proactively ensure they are leading virtual teams in an inclusive way.

Drawing on neuroscience and research it encourages participants to adopt three essential habits to foster inclusion. It challenges them to evaluate their own approach and providing practical strategies to intentionally send positive inclusion signals in a virtual world.

Outline

- How virtual distance impacts inclusion and team performance
- The challenges of under and over inclusion
- How hierarchy and power impact a person's feeling of inclusion
- How to mitigate the impact of virtual distance and intentionally send inclusion signals using David Rock's SCARF model

Outcomes

- Greater awareness of the science of inclusion in a virtual world.
- More skilled in managing unconscious bias, and overcoming the impacts of hierarchy, power, and virtual distance to lead inclusively.
- Greater confidence to discuss inclusion with their teams.

Duration

3.5 hours

Delivery Approach

Online interactive session via Zoom or MTeams

Audience

Senior Leaders, Policy Makers,
All levels of management

Delegates

Maximum Number of Delegates per masterclass is 12

Investment Required

WME Member:

£725 + VAT

Non-WME Members:

£870 + VAT



The Art of Balancing Our Biases: Working together to foster inclusion

This workshop is designed for anyone that is passionate about creating an inclusive culture. It is especially helpful for leaders and managers who want to develop high performing, diverse and inclusive teams.

Aim

Most of us can say we work in organisations committed to creating environments that allow diverse talent to feel valued and included. However, even though we have managed to build teams of people with differing backgrounds, skills and opinions, the presence of unconscious bias persists, leading us to place unequal value on certain characteristics and influencing how we act and react.

Left unchecked our biases can have profound effects, particularly when they impact how we react to situations and people and how we make managerial decisions such as the people we hire, develop, let go of and promote. As a consequence, our natural human biases can dilute the true potential of the diversity we have worked so hard to create.

If you find yourself asking these questions...

- Are we getting the best out of our people and allowing them to flourish?
- Do our people understand how they can positively impact inclusion?
- Are our leaders creating psychologically safe environments where people are confident and capable to voice their opinions?

...this Masterclass will add value to your organisation.

Outline

Fostering an inclusive and diverse culture at work is down to each and every one of us, and it is about much more than hiring practices. This workshop aims to inspire and equip people to play an active role in fostering inclusion, through developing mindsets and habits that enhance everyday interactions with colleagues.

Based on the premise that no one is immune from having biases, most of which arise from our basic psychology and life experiences, it helps people to understand how seemingly divisive actions could be taken without any ill intent. It helps participants become more aware of their unconscious biases and gives them practical ways to mitigate and balance them. By adopting this positive mindset, people are then encouraged to challenge their own perceptions. We conclude with practical ways to create psychologically safe environments that help people to discuss the impact of potential bias. The masterclass also includes:

- Powerful exercises to help people understand the human and organisational impact of exclusion.
- The types of unconscious bias most prevalent in organisations and how the power of assumption, association and preference impacts our interactions with others.
- Three practices that individuals can take to foster inclusion.

Outcomes

- Understand unconscious bias and its impact on inclusion.
- Greater insight into participant's own unconscious bias and how to balance and mitigate them.
- More skilled in creating empowering conversations that foster inclusion.

Duration

3.5 hours

Delivery Approach

Online interactive session
via Zoom or MTeams

Audience

Senior Leaders, Policy Makers,
All levels of management

Delegates

Maximum Number of Delegates per
masterclass is 12

Investment Required

WME Member:

£725 + VAT

Non-WME Members:

£870 + VAT

Meet some of our Associates

WME have a team of specialists in the field of inclusion and we have worked together to create the following interventions that will help to create an increased awareness and improved practice to support Inclusion. Below are profiles of some of our associates:

Emma Rees



A commercially focused business psychologist who led the talent and leadership development agenda across multiple markets in Europe, America and Asia Pacific.

She has a track record of creating inclusive cultures and supporting organisations to adapt their ways of working to drive diversity and foster inclusion.

Passionate about creating inclusive environments, her coaching and leadership development practices help people to bring their whole selves to work. Fascinated by the power of psychometrics, she enjoys working with groups to help them understand, value and leverage the unique differences each person brings to the team.

George Smalling



George has over 30 years of experience of working within an equality framework and implementing employment resourcing, development and relations initiatives at an organisational, service and team level. During this time he has been employed in roles in both an employed and freelance capacity that have an equality specific brief. He has a successful track record of providing expert knowledge and more importantly the 'know-how' for leading, managing and facilitating employment centred equality, diversity and inclusion based interventions that can contribute to delivering outcomes which are repeatable and sustainable. George will use his experience which, when incorporated into a framework of strategic, tactical and operational actions, will result in meeting legal compliance and more importantly the aspirations for an engaged and inclusive workforce.. George has a direct and engaging style and we promise you he will not just give you the same old message or the traditional 'trainer-speak' on this topic.

Shakil Butt



Shakil has extensive senior leadership, human resources and organisational change experience particularly in the charitable sector, regarded as an expert in his field, a "thought leader", an influencer and a multi award winning director and an in-demand speaker. Shakil has judged at various HR Excellence awards and contributed to HR round tables and workshops on a range of topics from culture to inclusion.

Shakil is a board member of the CIPD and as such has been able to champion various diversity and inclusion initiatives. In 2020 he chaired 2 diversity & Inclusion sessions at the CIPD Midlands conference – one focusing on racism and the other on removing barriers in recruitment with a focus on disability.

He has delivered a variety of keynote addresses on a range of people and culture areas to senior leaders and professionals across a range of sectors. He has also delivered a number of podcasts and development programmes, including unconscious bias training to NHS Trusts and D & I training in the retail sector. He has written articles of D&I including on gender, faith, race and flexible working and these have featured in PM Magazine and HR Magazine, amongst others.



Contact

For more information and to book sessions contact
the WME team via info@wmemployers.org.uk



Demystifying Islam

Tackling Islamophobia



Islamophobia is a term used to describe irrational hostility, fear, or hatred of Islam, Muslims, and Islamic culture, and active discrimination against these groups or individuals within them.

The University of Birmingham survey 2022 revealed Islamophobia is the 'posh person's prejudice' stating people from middle and upper-class occupational groups are more likely to hold prejudiced views of Islam than people from working class occupational groups.

Middle and upper class occupational groups tend to occupy senior positions in the workplace thereby potentially negatively impacting a wide range of HR practices across the employee journey from recruitment to dismissal. Despite being second generation and third generation in the workplace Muslims are disproportionately under represented. There is now enough evidence of the double penalty faced in entering the labour market of racial discrimination as well as Islamophobia.

The Equality Act 2010 includes race and religion or belief as protected characteristics which affords certain provisions to enable a person to practice their faith without fear of being discriminated against. Islamophobia has been on the rise and has been amplified by certain elements in the media and political agendas so it is important to tackle Islamophobia to prevent discrimination.

The 'War' on Talent

Following Brexit and the 'great resignation' during the pandemic, there are a number of skill shortages across every sector and industry. Conversely only 19.8% of the Muslim population are in fulltime employment when compared to 34.9% in the overall population. Whilst 7.2% of Muslims are unemployed compared to 4.0% in the overall population.

The percentage of Muslims (over 16) with 'Degree level and above' qualifications is similar to the general population (24% and 27% respectively) which suggests a great opportunity for employers to address skills shortages and retention challenges by creating workplaces that are more inclusive and attractive to Muslims.

Bite-size session

The one-hour session is an introduction, designed to tackle some of the common misconceptions that are often the drivers of Islamophobia.

Delivery emphasis will be on challenging assumptions and educating delegates to enable them to be able to distinguish between fact and fiction, to better understand Islam and Muslims more widely, to engage with their Muslim colleagues whilst creating a safe space for all involved.

There will be a mix of trainer input with short practical activities and group discussion throughout the session.

Extended learning workshop

The 2 to 3 hours session allows for more practical activities, group discussions and self-reflection.

Both options can be tailored to meet the specific requirements of your organisation (with the workshop providing an enhanced opportunity to do so) with the key component elements being:

- Tackling common perceptions held about Islam
- Representation in the media

The Benefits

For staff

The session will enable colleagues to better understand the challenges Muslims contend with in the workplace and create safe work cultures where everyone can feel like they belong and are valued

For the Organisation

Organisations will be able to demonstrate they are truly being inclusive by proactively considering minority groups within their workforce and wider stakeholders as part of their overall D&I strategy, building bridges and address misunderstandings.



Meet our Associate

Delivered by our experienced and highly skilled Associate Trainer Shakil Butt.



Shakil is a Fellow of the Chartered Institute of Personnel Development (FCIPD), the board champion for Inclusion at the CIPD and a Diversity and Inclusion specialist with over 30 years of working with diverse communities, 23 of which was working at Islamic Relief Worldwide, an international relief and development charity, at a senior level. Shakil features regularly in leading HR publications writing on a range of issues tackling racism and discrimination in the workplace.

He has extensive experience in the design and delivery of a variety of training interventions, is a skilled facilitator and an accredited Institute of Leadership Management (ILM) and Action Centred Leadership (ACL) trainer.

Shakil is well known by WME clients through his work on various diversity and inclusion workshops, allyship programmes and his work dealing with complex employee relations discrimination cases.

This session, 'Demystifying Islam: Tackling Islamophobia' has been designed from his extensive personal lived experience and he is interested in sharing this with all staff but particularly managers in a safe space to help create a successful inclusive working environment.

Delegates

Bite size – seminar: Unlimited
Extended workshop – up to 15 delegates

Delivery

Virtual

Audience

All employees

Investment Required

Seminar

WME Member:
£650 + VAT

Non-Member:
£780 + VAT

Workshop

WME Member:
£725 + VAT

Non-Member:
£879 + VAT

Contact Us

For more information to discuss how we can support your managers and for bookings please contact info@wmemployers.org.uk

