

WORK POSITIVE

Specialist Workshops and Consultancy Services for

WORKPLACE WELLBEING

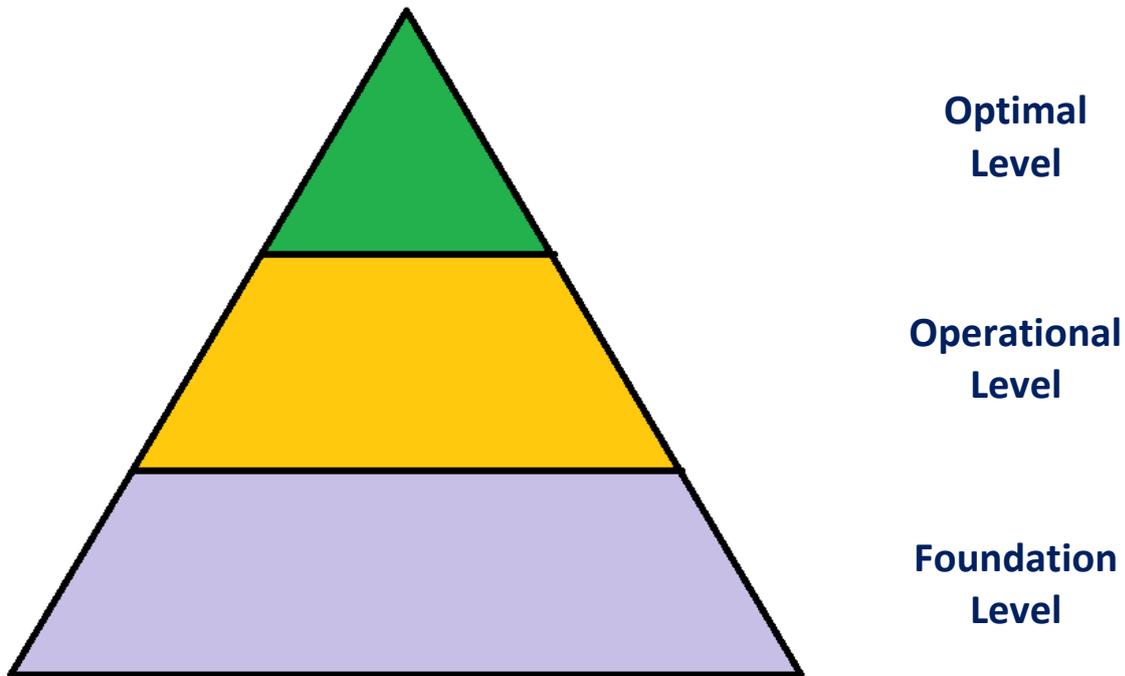
LEADERSHIP DEVELOPMENT

EMPLOYEE ENGAGEMENT



The Work Positive Pyramid

The Horizons' "Work Positive" approach is based on a pyramid of management tools that if applied consistently will deliver maximum workplace wellbeing, productivity, efficiency and profitability to your company or organisation.



Foundation Level:

Consistency: The company operates to a consistent set of objectives and priorities.

Fairness: Staff are treated equally, paid fairly and are given equal opportunities to progress.

Caring: Staff feel safe at work; and they are listened to and cared for by their manager.

Openness: The company communicates well to staff and shares information on progress.

Operational Level:

Delegation: Managers are good at delegating tasks and trusting staff to perform.

Autonomy: Staff have ownership of their workload and targets; and are not micro-managed.

Development: The company encourages all staff to access training and development.

Balance: The company recognises the importance of work-life balance for all employees.

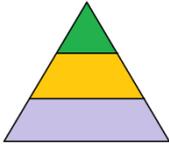
Optimal Level:

Teamwork: The company takes pro-active steps to encourage teamwork and collaboration.

Ambition: The company encourages manageable risk-taking and does not have a blame culture.

Recognition: All staff are regularly thanked and recognised for their contribution.

Purpose: Leaders have a vision for the future of the company that they share with all staff.



WORK POSITIVE

The Benefits to Your Company

Consider the following statement:

“People work best when they feel good about themselves”

Do you think that is true? If you remind yourself about your own career experiences, the times when you worked at your best and were at your most productive, you will almost certainly agree. But if it is true, surely this means that one of the most important tasks of every manager should be to make sure that their people feel good about themselves. In the past, managers could only use their intuition about how to do this. But now, positive psychology can provide the hard evidence. And here is one of the most important findings to date: It's very rarely about pay and financial bonuses!



Positive psychology is a relatively new area of psychology that is not about diagnosing and treating mental health problems but about finding out how everyone can improve their overall sense of happiness and wellbeing. The implications are profound in all walks of life but nowhere more so than in the world of work.

The “Work Positive” approach from Horizons Coaching is firmly based on the principles of positive psychology, overlaid on the core concept of the hierarchy of human needs, first outlined by psychologist Abraham Maslow.

No workplace is identical and all management situations are different. We therefore believe in developing the best tailor-made solution for each particular circumstance. The aim of this introductory brochure is therefore not to set out the limits of our approach and services. Rather, it aims to provide a broad indication of the ways in which we can help your company or organisation achieve its full potential, through increased workplace wellbeing, leadership development and employee engagement.

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Workshops and Courses

Is your workplace or team suffering from low morale?

Is too much stress and tension at work reducing performance and efficiency?

Is the workforce or management team finding it difficult to cope with the pace of change?



An important way for managers and team members to understand the principles of positive psychology and the “Work Positive” approach is through appropriate workshops and courses. We can tailor-make our training to meet your own particular situation or we offer a number of “delivery-ready” solutions for you to consider, including:

A two hour Introductory Workshop for Managers

This Introductory Workshop is divided into two one hour sessions. In the first session we look at the principles of positive psychology and the things that most strongly influence people’s sense of wellbeing and workplace motivation. In the second session we look at the three levels of the “Work Positive” pyramid and explore how companies and businesses can improve their productivity and profitability through improved employee engagement. The Workshop is an ideal introduction to the subject at the beginning of a more comprehensive programme of training, consultancy and team building.

Working Back to Happiness: A Three Session Programme for the Whole Team

The aim of this short programme is to give all staff some simple guidelines and examples about how they can help towards creating an environment which is cheerful, rewarding and supportive. In other words, this is about team building from an emotional perspective, without those dreaded team building exercises.

The programme involves three two-hour sessions spaced a week apart. In addition to reviewing the main findings on happiness and wellbeing that have emerged from positive psychology, the programme includes a fascinating introduction to the neuroscience of emotions including: Why do we have emotions (such as anxiety, anger, and sadness) and what practical steps can we take to control them better?

Coaching as a Management Style: A New Approach to Effective Management

One of the best ways your company or organisation can get the best out of your employees is by managers improving their emotional intelligence skills, especially in relation to delegation, listening and empathy. That is why understanding and being able to use coaching as a management style can be such an important part of any manager’s toolbox.

This engaging and thought provoking programme involves four two hour sessions, spaced a week apart for a group of managers from across the company. The programme involves discussions and group exercises on leadership styles, active listening, asking effective questions, and the GROW model of coaching.

Work Positive Consultancy Services



Management Teams who have attended the “Introduction to Positive Psychology” Workshop may wish to go further and prepare a detailed action plan to ensure that the techniques to which they have been introduced are implemented effectively in their team, company or organisation. Although the key principles of positive psychology are universal, every team / organisation is different and will require different priorities and different actions to be taken. There is no “one size fits all” solution.

As an example of the possible ways in which we can help you prepare your own action plan, we offer the following month-long programme.

The programme involves four two-hour sessions during which managers will be given the opportunity to discuss and agree the specific actions that they would like to see implemented and set appropriate timescales over the next two to three years. After three sessions, a draft action plan will be produced for review and sign off at the fourth and final session. The whole purpose of the resulting action plan will be to set out the ways in which your business can enhance the wellbeing of its workforce in order to transform the company’s effectiveness, productivity and profit.

The consultancy programme involves four 2-hour sessions in which managers are supported to brainstorm and agree the specific actions they would like to implement in their organisation, and over what time period, using the following framework:

SESSION ONE: Focuses on the Foundation level principles of the “Work Positive” approach:

Consistency, Fairness, Caring and Openness.

SESSION TWO: Focuses on the Operational level principles:

Delegation, Autonomy, Development and Balance.

SESSION THREE: Focuses on the Optimal level principles:

Teamwork, Ambition, Recognition and Purpose.

After these three sessions a full action plan will be drafted by the “Work Positive” team and a copy sent to all participants in the programme for review, amendment and sign off at the fourth and final session.

In addition to helping your business set an action plan to improve its workforce wellbeing, our consultancy services can also be used to:

- Evaluate your company’s current position with respect to the “Work Positive” pyramid and identify your core strengths and areas for development.
- Assist in the preparation of key HR policies and strategies, identified in your action plan.
- Advise on ways to improve your company’s employee engagement and internal communication methods.

Team Building

Effective team working is one of the optimal characteristics of any high performing company or organisation. The “Work Positive” approach to helping you improve team working, team morale and your organisation’s ability to respond to change does not follow the traditional route of setting a number of physical or intellectual exercises. Instead it focuses on a more considered strategy which, in addition to consultancy and workshop options can also include:

Myers-Briggs Type Indicator

No-one is the same and the best teams are usually made up of people with quite different personalities and character strengths. However, things can go wrong when this is not well understood by the team, when people don’t understand and respect one another for being who they are.

A Myers-Briggs Type Indicator (MBTI) is a psychologically-based questionnaire that all team members are asked to complete and which will place them on a spectrum against four key personality characteristics:

Extrovert v Introvert
Sensing v Intuition
Thinking v Feeling
Judgement v Perception

Knowing your own MBTI helps you to understand why you think and behave in a certain way, and why that may be completely different from the way some of your colleagues think and behave. This understanding provides a solid base for future team building, co-operation, and recognising the value of being part of a diverse team with a wide range of personalities. It is also an extremely helpful foundation for self reflection and self evaluation.

Drama-Based Learning

Responding to change and working through challenging circumstances can be particularly difficult for many teams. Drama-based learning provides an accessible and non-threatening way for teams to discuss the issues and come up with their own solutions for handling such situations effectively. No-one from the team is asked to take part in the drama or role-play in any way.

A typical drama-based learning approach involves two or three “actors” playing out a situation in which they are coping with circumstances that are similar though not identical to your current situation. In the first round the actors make a number of mistakes in their responses to the situation that result in conflict and antagonism between them.

The situation is then discussed by the team and the actors advised about steps they could take to ensure a more productive and effective outcome. The drama is then replayed by the actors following the suggestions made by the team.

Leadership Development and Coaching



Leadership Development

Managers have a critical role to play in improving workplace wellbeing and nothing much will change without their leadership, guidance and example. The Work Positive Leadership Development programme is centred around helping managers to understand and improve their capabilities in the 6 main leadership styles defined by workplace psychologist Daniel Goleman:

- Visionary
- Coaching
- Affiliative
- Democratic
- Pace Setting
- Command & Control

The programme is based on the principle that each of these styles is suitable in certain circumstances and the best leaders are able to pick and choose the most appropriate in the same way that a good golfer selects a different club according to the circumstances on the course.

The programme can be delivered on a one-to-one basis or to a group of managers, as a course of workshops. An early stage of the programme includes a survey to help managers identify their own natural leadership style as a basis for thinking about and planning ways to become more comfortable and effective across the whole spectrum of styles.

One-to-one Coaching

Professional coaching involves a number of confidential, non-judgemental conversations in which individuals can talk freely about their current situation and problems, before preparing an action plan for the changes they are going to make to transform their circumstances. It does not involve giving advice but rather helps individuals to find their own solutions.

Through such conversations, coaching that can help everyone to improve their self awareness and confidence for the future. The particular “Work Positive” approach involves first helping the individual to identify their core values (or signature strengths) before moving on to support them to set a number of exciting new goals and to consider the best ways in which they can achieve them.

There are few circumstances in which one to one coaching with an experienced and qualified coach will not be of benefit but particularly good examples include:

- Any new or experienced manager or business owner who wants to improve their leadership skills and become more effective in motivating their staff.
- Having difficult conversations, such as a manager who is experiencing a lot of conflict and distrust within their team.
- A manager or team member who is feeling stuck, personally or professionally, and who would benefit from support to move forward
- An individual who is suffering from low confidence as a result of social anxiety or shyness, or an individual who is over-anxious about particular situations such as giving presentations.

About The Team

The “Work Positive” project team is a group of independent Associates who have come together to pool their skills and experience in order to offer clients the best possible tailor-made solution to any situation that would benefit from a positive psychology based approach to workplace wellbeing.

	<p>Paul Hemphill is a professional leadership and wellbeing coach with over 25 years management experience in both the public and private sector. He is also an experienced course organiser and workshop leader on a wide variety of management and coaching topics and on workplace wellbeing. He has an honours degree in economics and a professional coaching diploma, endorsed by the Institute of Leadership and Management (ILM), of which he is a full member. He is also a member of the Association for Coaching and the North East Chamber of Commerce. His recent corporate clients have included Barnardo’s, Gentoo Housing, The Home Group, Oracle and Washington Mind</p>
	<p>Clare Walker is an experienced HR professional and a Chartered Member of CIPD. She is also a qualified coach and an accredited practitioner in Myers-Briggs Type Indicator, Belbin team roles and Neurolinguistic Programming (NLP). Clare’s calm, considered approach creates a safe space for clients, whether she’s coaching individuals, or facilitating a group by encouraging them to see things from a new perspective. Clare has worked on the design and delivery of a number of management development programmes, especially for the NHS, providing managers with the knowledge and skills to be effective in their roles, as well as delivering accredited ILM programmes.</p>
	<p>Mike Cockburn is a leadership and positive psychology coach with over 20 years experience. He has worked with senior managers and management teams in a wide range of sectors including pharmaceuticals, food manufacturing, chemical processing and construction helping them to tackle performance improvement, culture change and organisational development challenges. Along with holding a Post Graduate Diploma in Coaching for Organisational Excellence, Mike is a qualified Myers Briggs expert and has developed particular expertise in using drama-based learning in the workplace. He is a member of both the European Mentoring and Coaching Council (EMCC) and the Association for Coaching</p>
	<p>Tracey Hutchinson is a Learning and Development professional with a track record of versatility in people development, business analysis and improvement. She excels in developing high performing individuals and teams using a variety of coaching approaches including positive psychology and equine facilitated development. As an NLP and Myers-Briggs Practitioner, and with a Masters in Business Psychology, Tracey works across sectors and has collaborated with Life Clubs, Virgin Money, Barnardo’s, NSPCC and Northumbria Police. She is a member of the Association for Coaching and the Association of Business Psychologists.</p>

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