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**WORKPLACE**  
**INNOVATION**  
EUROPE

# **LEADING REALLY EFFECTIVE CHANGE IN YOUR COMPANY**

PROGRAMMES THAT MAKE CHANGE HAPPEN

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## LEADING REALLY EFFECTIVE CHANGE IN YOUR COMPANY

Companies face unprecedented challenges in an economy dominated by globalisation, rapid technological advances, demographic change and fast-shifting consumer demands. The ability to reinvent products, services and processes continually is becoming essential for survival and success.

Tackling these challenges can't be done by senior teams alone: they need to harness the creativity, insights and engagement of the entire workforce. But that means challenging some deeply embedded practices . . .

Our programmes help change leaders and managers acquire the knowledge, skills and resources required to achieve successful, systematic and sustainable transformation, supported by in-house facilitation and coaching to deliver effective service and organisational redesign in practice.

### What's in it for you?

You are a senior team member, manager or natural leader wanting to drive change forward. We offer you evidence-based approaches to achieving effective and sustainable transformation, supported by individual coaching and, if required, in-house facilitation.

You gain an internationally-recognised leadership qualification; your organisation builds internal capacity to secure real and lasting transformation.

### What's it about?

Our tried and tested programmes enable you to take advantage of our experts, and combine practical learning and leadership development with the delivery of tangible outcomes for your organisation.

The programmes are based on six modules:

- A. Making the business case for change.
- B. Enabling highly effective jobs and teams.
- C. Aligning organisational structures, management and procedures to high performance outcomes.
- D. Engaging employees at every level in improvement and innovation.
- E. Co-created leadership.
- F. People-Centred Change.

Programme durations are flexible up to 12 months and reflect the time envisaged for designing and implementing change.

Research evidence demonstrates clearly that if companies adopt these evidence-based workplace practices systematically, they can gain 20-60% improvements across a wide range of business indicators, from productivity to employee health, engagement and well-being.

Transforming leaders see their organisations as systems of interdependent parts. They know that change succeeds when individual initiatives are reinforced – rather than undermined – by management behaviours, performance metrics, fluid structures and employee voice.

So what does a systemic organisational vision look like? The key concept here is *workplace innovation*.

Workplace innovation describes workplace practices which enable employees at all levels to use their knowledge, competences and creativity to the full. It builds workplaces in which people come to work to undertake their functional tasks in the most effective way possible and to improve the organisation. Evidence shows that workplace innovation leads to significant and sustainable improvements in both organisational performance and employee health, engagement and well-being.

Our team and its partners co-created workplace innovation as a concept and we're delivering it in practical ways to organisations across Europe. Workplace innovation is spreading. It is part of the EU's strategy for innovation and competitiveness, adopted by the governments in Scotland and many other parts of Europe as a means of achieving economic growth and prosperity.

And it is available to companies across the UK through our customised and highly cost-effective programmes, combining individual learning and qualification with in-house support for delivering effective change. Be part of the movement!



## How does it work?

We help you identify senior team members and 'natural leaders' throughout the workforce who will drive the process of action planning and change forward. Our programmes combine individual learning and qualification with in-house support for delivering effective change.

On successful completion, participants are awarded the Institute for Leadership & Management (ILM) Level 5 Certificate in Leadership. Assessment is designed to avoid the need for lengthy assignments and is based on personal experiences of organisational change and leadership.

You will have one year's access to Fresh Thinking Labs including the online learning platform community, providing practically focused evidence, case studies, tools and your on-line individual learning log, building on the programme support and action planning.

You'll also have the opportunity to interact with other organisations and take part in Fresh Thinking Lab's growing programme of online and in-person activities involving companies and public sector bodies across Europe.

Choose between four initial options – or [contact us](#) to discuss alternatives:

### The Workplace Innovation Foundation Programme

Gain the knowledge and skills you need as a change leader through distance learning using the state of the art *Fresh Thinking Labs* platform, supported by our experts through on-line coaching and interactive forums.

Successful completion of your Learning Log leads to the award of your ILM Level 5 Certificate in Leadership.

Optional in-person coaching and mentoring from our highly experienced team is also available. You'll also have the opportunity to take part in Fresh Thinking Lab's growing programme of online and in-person activities with companies across Europe.

Cost: £1,200 + VAT (Includes ILM Registration)

### The Workplace Innovation Practitioner Programme

Gain an internationally recognised leadership qualification while leading a successful change initiative in your organisation, supported by a blend of distance learning and in-person coaching. Whether or not you choose to use the Workplace Diagnostic, we provide on-site support for action planning and implementation in your team or department, together with continuing coaching and interactive forums.

Successful completion of your Learning Log leads to the award of your ILM Level 5 Certificate in Leadership together with accreditation as a Workplace Innovation Practitioner, signifying your competence in securing effective and sustainable workplace change. You will continue to benefit from Fresh Thinking Labs' community of practitioners for a further 12 months, after which accreditation can be renewed.

Cost: £2000 + VAT (includes ILM Registration)

Alternatively, the action-focused Practitioner Programme is available in-house or as an open programme shared with other organisations on comparable journeys:

### The Workplace Innovation Practitioner Programme – In-House

Designed for teams of 5 or more change leaders, the tried and tested Workplace Innovation Practitioner Programme combines individual learning and qualification with practical support for delivering effective in-house change.

Our Programmes, customised to meet the needs of each client, can include:

1. The [Workplace Diagnostic](#), a unique, on-line employee survey focused on evidence-based workplace practices associated with high performance and employee-well-being.
2. Interactive workshop sessions on each of the six modules, strongly orientated to action and directly addressing the challenges and opportunities facing your business.
3. Access to [Fresh Thinking Labs'](#) online learning platform, providing practically focused evidence, case studies and tools that build on the workshop sessions and support action planning.
4. Support for participants through 'critical friends' action learning sets at regular intervals, enabling them to discuss challenges, share problems and celebrate successes with their peers.
5. In-house support, including individual coaching and on-site facilitation of engagement events and task groups. Past examples include the [facilitation of change workshops for employees](#) and/or senior teams.
6. Participation in online and in-person networking and events, nationally and internationally, with other companies on the [Fresh Thinking Labs](#) platform.

Programme duration is flexible up to 12 months and reflects the time envisaged for designing and implementing change.

In addition to achieving the ILM Level 5 Certificate in Leadership, participants are accredited as Workplace Innovation Practitioners, signifying their competence in securing effective and sustainable workplace change. They continue to benefit from Fresh Thinking Labs' online and in-person community of practitioners for a further 12 months, when accreditation can be renewed.

### The Workplace Innovation Practitioner Open Programme

Two delegates from five or more companies join a structured 9-12 month programme. Ideally one delegate should be a senior manager and the other a colleague mandated to drive change forward within the organisation.

The content of the Open Programme is comparable to the in-house variation described above, but participants gain extra benefit from peer-to-peer sharing and support with their counterparts from other organisations on similar journeys.

"The programme has been excellent for learning from other organisations. Building key networks and relationships has been invaluable." *Mairi Martin, Cornerstone.*

The fee of £5,000+VAT covers both participants, including ILM registration.

[Contact us](#) for forthcoming Open Programme start dates.

**Variations of these packages are available to suit specific requirements - contact us.**

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### The Senior Practitioner Programme: Building Sustainable In-House Capacity for Change

The next step is to strengthen the in-house capacity that will ensure a sustainable momentum of change.

Accredited Workplace Innovation Practitioners can step up to the next level by gaining accreditation as Senior Practitioners, and upgrade to an internationally-recognised ILM Level 5 *Diploma in Leadership and Management*.

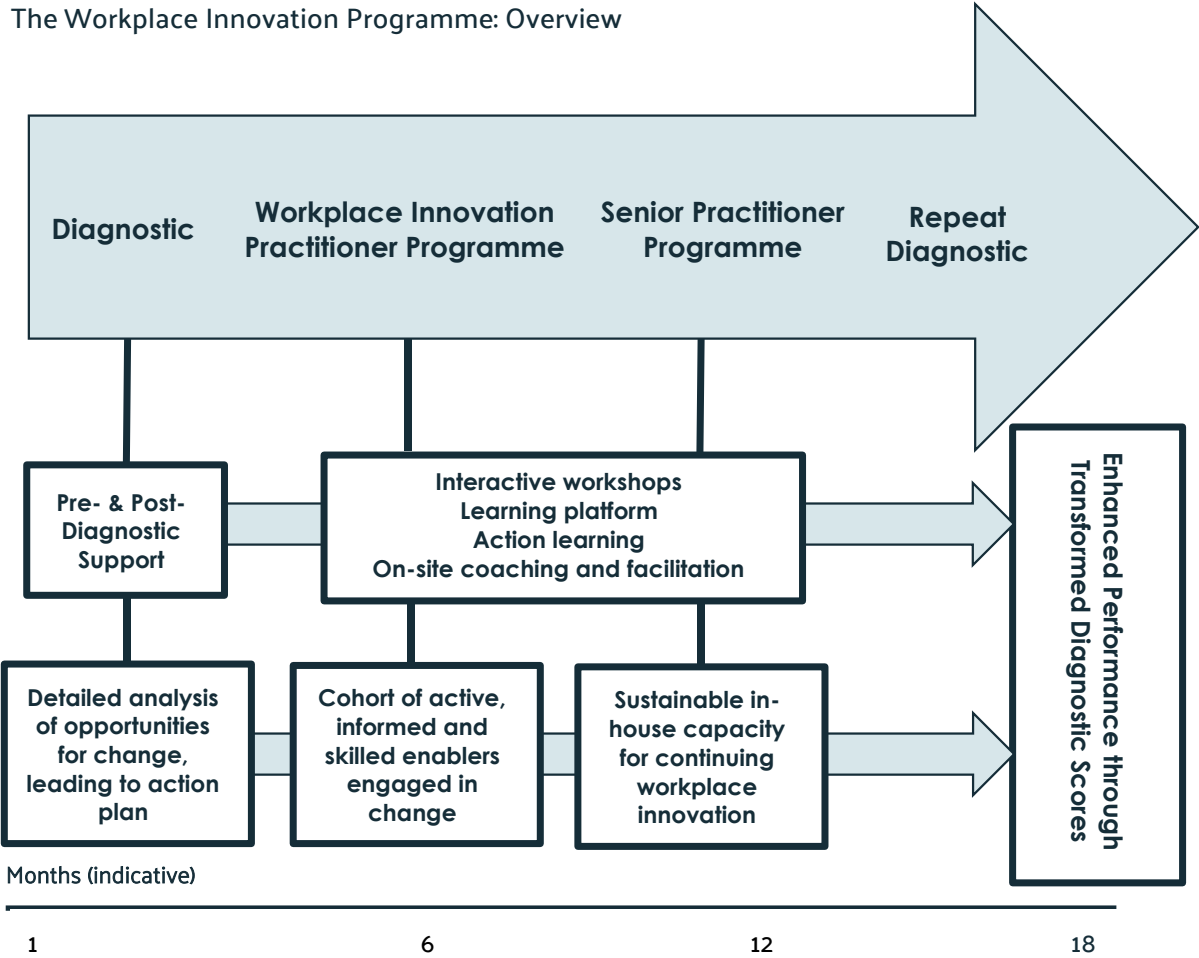
Participants take part in two full-day workshops and mentoring sessions, as well as online learning. They acquire an even deeper understanding of workplace innovation, can access a wide range of practical tools and resources, and gain facilitation, coaching and presentation skills.

Senior Practitioners have the competencies and resources needed to train their colleagues up to Workplace Innovation Practitioner level. We provide continuing support by helping them develop learning plans and materials, and to deliver effective training sessions themselves.

Senior Practitioners provide their trainees with access to the Fresh Thinking Labs learning platform and enrol them for accreditation as Workplace Innovation Practitioners and the ILM Level 5 Leadership Certificate if required. This enables us to provide Senior Practitioners with continuing mentoring and feedback, and to ensure quality and consistency.

[Contact us](#) for further information

The Workplace Innovation Programme: Overview



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## What they say ...

*I highly recommend the Programme and suggest that everyone should go on it. It works for every size of business.* Chris Owens, IOM

*Rosemary and Peter from Workplace Innovation have taken participants on a learning journey. The programme has been excellent for learning from other organisations. Building key networks and relationships has been invaluable. The content of the programme has been geared to ensure all organisations gain something. We are introducing a new business model and this programme has certainly helped guide and support us as we commence our three year Strategic Plan to bring transformational change to the care sector.* Mairi Martin, Cornerstone

*The Programme has definitely been worthwhile, we wouldn't be where we are now without it.* Colin Maxwell, Premier Hytemp

*The Programme exceeded all expectations and was enjoyable and rewarding. Invaluable facilitation of cultural change.* David MacPherson, Charles River

*I can see a difference also in the two people that have been in this course and I can see how they are keen to see that change to be replicated within the business. For me it has exceeded all expectations, probably gone beyond the boundaries of where I thought it would go, it goes right under the skin of the business. I am happy that we are now at the other side of it, that it's made a big difference.* Martin Welsh, Booth Welsh

*This programme affects the way people involved in change think and act, and gives a power to the change process.* Sara Blanco Rodriguez, Kilco

*This has been a really good journey for us for what we needed to do, bringing a coherence across the organisation.* Rob Aitken, IOM



## About us

We are a not-for-profit organisation created specifically to stimulate and share better ways of working that lead to enhanced performance, higher levels of innovation and better working lives.

Our approach combines hard, evidence-based argument with the ability to stimulate and engage diverse business audiences. We work with leading international universities and research institutes to capture and analyse leading practice, and to translate it into practical tools and learning resources for companies. Workplace Innovation is an accredited provider for the Institute for Leadership & Management (ILM).

We have worked with diverse business and public sector clients including Acas, Argenta, Aviva, British Council, BT, BWB, Charles River, Cornerstone, E.ON, European Commission, GE Mining, Leonardo, Liberty Steel, Nottingham City Council, Orbit Housing Group, Saint-Gobain, Scottish Enterprise, Skills Development Scotland and the South Korean Government.

Since 2013 we have co-led the European Workplace Innovation Network (EUWIN), established by the European Commission to spread knowledge and awareness of workplace innovation amongst businesses. EUWIN's Knowledge Bank, established and curated by us, includes several hundred case studies and articles of value to people leading change, and achieves many thousand hits per month. We created a unique portfolio of films to inspire and inform change leaders, and are the authors of [The Essential Fifth Element](#), an actionable guide to workplace supported by a robust body of evidence, case studies and practical resources.

In 2016 we launched [Fresh Thinking Labs](#), a unique *Online* and *In Person* platform for knowledge sharing and collaboration between companies. Members enjoy bespoke introductions to others with similar interests and challenges, an online search and connect facility, open and closed online communities, and several opportunities to meet their peers through company visits and workshops ([www.freshthinkinglabs.com](http://www.freshthinkinglabs.com)).

See [www.workplaceinnovation.eu](http://www.workplaceinnovation.eu) to learn more about our work.

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## Our team

Our work with you will be designed and delivered by Peter Totterdill and Rosemary Exton, supported by other senior members of the Workplace Innovation team:

**Peter Totterdill** is a Founding Director of Workplace Innovation Limited. He is Visiting Professor at Kingston University and Associate Professor at Mykolas Romeris University Vilnius.

A passionate advocate of organisational practices that combine high performance and high quality of working life, Peter's career has focused on building bridges between academic knowledge and practice. He has led successful innovation and change initiatives in a wide range of private and public sector organisations. Peter is a highly experienced communicator and speaks frequently at conferences and seminars to enterprises, trade unions, policy makers and researchers throughout Europe and beyond.



Peter's Board-level experience includes seven years as a Non-Executive Director at Nottingham City Hospital NHS Trust. He was European Policy Director with Ecotec Research and Consulting from 2006–8 and is a Trustee of three charities.

### *Relevant experience*

Peter has been stimulating, facilitating, evaluating and supporting organisational change initiatives since the early 1990s. His approach is typically 'hands on' while ensuring that the client organisation takes full ownership of the change process. Likewise, he is committed to evidence-based practice and draws on research and knowledge of workplaces from across Europe. At the same time his role in change and development projects is very practically orientated and largely uncluttered by jargon or obscure academic concepts.

Peter is lead expert on Fresh Thinking Labs, the international Online and In Person platform for knowledge sharing and collaboration in the field of workplace innovation. Current projects include co-leadership of the European Commission's workplace innovation network (EUWIN) involving more than 7000 subscribers and activists in 30+ countries. Peter is co-facilitator of the Workplace Innovation Engagement Programme (WIEP) for Scottish Enterprise.

**Rosemary Exton** is a Founding Director of Workplace Innovation Limited and co-founder of Fresh Thinking Labs.

Building on many years' experience as a clinician, manager and trade unionist in the NHS, Rosemary has provided programme management, leadership and development training and support to several organisations.

Rosemary has wide experience of driving change and working effectively across organisational boundaries including the facilitation of dialogue workshops, training for the facilitators of employee forums, action learning, and supporting those leading innovation. Recent work includes the design and implementation of high performance teams.



Rosemary is an acknowledged expert in workplace partnership and employee engagement. She has a particularly strong interest and expertise in employee empowerment and employee-driven innovation.

Rosemary gained an MA in Management and Leadership from the University of Leeds in 2008. She has published articles on workplace innovation and entrepreneurial behaviour and is a regular speaker at international conferences.

### ***Relevant experience***

Relevant recent and current projects include:

- An extensive culture change programme in a medium-sized freight forwarding company based in the UK and US. This involved leadership development and workplace innovation at board, senior management, middle management and team levels in both countries.
- Leading the development and implementation of an innovative approach to multi-disciplinary teamworking in the maternity service of a health service trust in Northern Ireland.
- The design of a management development programme in a Midlands housing association, including the introduction of forum theatre using workplace innovation's own team of professional actors.
- Contributing to a large scale transformation programme in a 1200 employee, service delivery division of a city council in the West Midlands.
- Co-facilitator of the Workplace Innovation Engagement Programme (WIEP) for Scottish Enterprise.



**Lesley Cramman** is a facilitator, enabler, consultant and coach who creates environments for learning, innovating and leading change. Her work specialises in creating dynamic learning experiences, focusing on developing leadership at all levels of organisations, whole systems change using participative processes and building the potential for self-organisation to support sustainable change.

Lesley is known for her energising, effective and sensitive facilitation that leads to voices being heard, creativity unleashed and sustainable change happening. She loves facilitating large scale conversations through the World Café and Open Space, sometimes involving hundreds of people, as well as working with small groups and individuals.

She has more than 25 years' experience of supporting individuals and teams to learn through challenging times through individual and team coaching, action learning and other learning events. She is a coach and mentor to senior figures and to those starting out in their careers alike. Clients include BT, Birmingham Royal Ballet, Outward Housing and several SMEs.

Lesley is also experienced in evaluating qualitative change through action research including Learning Histories.

**Sue Evans** is a people professional with over 30 years of public service experience gained from her career as a teacher, Army Officer, HR and Organisational Development leader. Her teaching skills have proven both useful and transferable throughout a career focused on people, leadership, learning and development in the Army, and subsequently in central and local government. Sue is also a Past President of the *Public Sector People Managers' Association*.



Sue's experience and passion enables her to champion excellence in people management across the private and public sectors, and to lead thinking, practice and innovation in HR and OD.



**Harry Gilfillan** has over 30 years' experience in training and development, notably in the design and delivery of leadership programmes in both public and private sectors. He has introduced innovative approaches to learning and development at workplace level, engaging leaders, managers and frontline employees alike in creating more productive and healthier ways of working.

Harry is a qualified Business Coach and is responsible for Workplace Innovation's ILM accredited courses in Leadership, Management, Coaching and Mentoring. Relevant recent and current projects include the design and delivery of several bespoke courses for clients including hospital trusts, local authorities, care homes and large and small companies in diverse sectors.

Harry's early career was in training and consultancy with Thorn EMI and subsequently with Dale Carnegie. He then worked for 12 years within Nottinghamshire County Council's Economic Development Division, providing advice and consultancy support to small and medium sized businesses through a portfolio of highly innovative programmes. This work focused on developing empowering enterprise cultures throughout the workforce, enabling business owners to take a more strategic leadership role.

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## Keep in touch

We welcome further discussion to ensure that our Programme meets your requirements in every way.

Please don't hesitate to contact us:

**Professor Peter Totterdill**

**Director**

**Workplace Innovation Europe CLG**

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