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**WORKPLACE
INNOVATION**
EUROPE

UNLEASHING ENGAGEMENT AND INNOVATION

OUR PROPOSAL

PROFESSOR PETER TOTTERDILL
WORKPLACE INNOVATION EUROPE CLG
WWW.WORKPLACEINNOVATION.EU

UNLEASHING ENGAGEMENT AND INNOVATION

Thank you for the opportunity to demonstrate how we can help you unleash employee engagement in innovation and improvement, enhance productivity and performance, and create even better places to work.

What's in it for you?

We will help your change leaders and managers acquire the knowledge, skills and resources needed to achieve systematic and sustainable transformation, supported by in-company facilitation and coaching.

It means creating workplaces that enable people at every level of the company to use and develop their full range of skills, knowledge, experience and creativity.

We focus on the alignment of individual jobs, teams, line management, organisational structures, procedures, learning, innovation processes and leadership around common principles and values.

Companies that systematically adopt evidence-based workplace practices gain 20-60% improvements across a wide range of business indicators, from productivity to staff health and well-being.

This is known as *workplace innovation*.

Our team helped create workplace innovation as a concept and it is now spreading throughout Europe. Workplace Innovation is part of the EU's strategy for innovation and competitiveness and has been adopted by several European governments as a means of achieving economic growth and prosperity.

Options

The following proposal includes three components, each of which may be taken individually or as part of a comprehensive package of support for transformation:

1. The Workplace Diagnostic Package (*including pre-Diagnostic briefing, action planning support, repeat Diagnostic and follow-up*).
2. The Leadership for Workplace Innovation Programme.
3. The Senior Practitioner Programme.

Variations of these packages are always available to suit your specific requirements.

Contact us for an informal discussion – contact@workplaceinnovation.eu

Where do we start?

The transformation often starts with an in-house induction workshop for senior team members and others designated to lead or support workplace innovation and improvement.

This is quickly followed by taking a systematic look at workplace practices in your company. The Workplace Diagnostic is a unique on-line employee survey tool using evidence-based indicators relating to workplace practices strongly associated with high performance and employee health and well-being.

The survey asks employees and managers to identify their own day-to-day experiences of four 'Elements', or bundles of workplace practices:

- Jobs and Teams
- Organisational Structures, Management and Procedures
- Improvement and Innovation
- Leadership and Employee Voice.

Unlike traditional engagement surveys, the Diagnostic provides a clear indication of where changes are needed to achieve this synergy, including the interdependent practices that will affect outcomes. It can be used across the whole company, at department or division level, or in individual teams of 10 or more people.

The results, shown as red, amber or green scores for 9 specific areas of working practice, indicate the potential for targeted change or consolidation. Findings are broken down by department, team, professional group or other variables provided by you. Discrepancies between senior manager perceptions and employee experience of working practices are also calculated. Findings are correlated with separate engagement, health and well-being scores, enabling users to identify the most effective levers for improvement.

Results are translated into a practical, online action plan template, enabling users to create a clear strategy for effective and sustainable change. The Diagnostic is repeated after an agreed period of time, usually between 9 and 12 months, to capture improvements and identify priorities for the next phase of change.

We support you throughout the Diagnostic process, including a half-day pre-Diagnostic briefing and a half-day interpretation and action planning session once each set of results is available.

“The Diagnostic allowed us to pin point the areas of the business where we needed to focus and prioritise. This focus allowed us to tackle the real challenges on site. Without the Diagnostic there is a danger that we would have looked for the traditional ‘low hanging fruit’ or more ‘attractive’ improvement initiatives. By focusing on the structures and processes that our teams work with, we are able to free them from bureaucracy. With this new-found freedom they’re innovating and improving - that is the power of Workplace Innovation.”

David O'Byrne, Operational Excellence Lead, Argenta Dundee

What follows?

We help you identify senior team members and ‘natural leaders’ throughout the workforce who will drive the process of action planning and change forward. They will be enrolled on the Leadership for Workplace Innovation programme, providing them with the knowledge, skills and practical support needed to improve business performance, employee engagement and workplace health.

The programme is focused on developing and implementing the action plan, delivering tangible change initiatives arising from the Diagnostic results and company strategy. Programme duration is flexible and reflects the length of time envisaged for designing and implementing the change initiatives.

Leadership for Workplace Innovation enables you to take advantage of our experts in supporting your change team. Closely reflecting your Diagnostic results, we deliver a customised programme in-house which includes:

- 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 and employee engagement.
- D. Engaging employees at every level in improvement and innovation.
- E. Leadership to enable others to lead.
- F. People-Centred Change.

Leadership for Workplace Innovation engages your change enablers with a combination of the following, customised to meet your requirements:

1. Interactive workshop sessions on each area of practice identified above, strongly orientated to action and directly addressing the challenges and opportunities facing your business.
2. 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.
3. 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.
4. In-company 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.
5. Participation in online and in person networking and events, nationally and internationally, with other companies on the [Fresh Thinking Labs](#) platform.

Leadership for Workplace Innovation is a tried and tested programme, accredited by the Institute of Leadership and Management (ILM), grounded in evidence, and focused on practical approaches to change and improvement. Participants gain accreditation as Workplace Innovation Practitioners and are awarded an internationally recognised ILM Level 5 Certificate in Leadership.

And we provide you with all the support and encouragement you need throughout the programme, drawing on our extensive experience of working with companies across Europe.

“This programme has benefitted us hugely. It has enabled us to think outside the box, learn about the challenges of others and take their experiences back to our workplace.”

Kat Halbert, Aviva.

“The involvement of Peter Totterdill and Rosemary Exton from Workplace Innovation has been extremely important to our change journey. They have such a vast wealth and breadth of experience, so if you say, ‘Oh I’ve tried that’, they’ll come back to you with ‘have you tried it this way?’ It is so useful to be able to go to someone neutral, someone independent and highly experienced, and have them reassure you about how you are going about the process of change, and saying have you tried this, are you looking after yourselves?”

David O’Byrne, *Operational Excellence Lead, Argenta Dundee.*

Outcomes and next steps

By this point you will have established a committed group of change enablers, each of whom will have contributed extensively to the development and implementation of a transformative action plan leading to tangible improvements across a range of business indicators. We will work with you to evaluate and consolidate the gains achieved.

The next step is to ensure a sustainable momentum of change.

Our Leadership for Workplace Innovation *Senior Practitioner* programme takes Workplace Innovation Practitioners to the next level. They upgrade to an internationally recognised ILM Level 5 *Diploma in Leadership and Management*, acquiring the competencies and resources needed to train others as Workplace Innovation Practitioners in their own organisations. Participants gain even deeper understanding of workplace innovation, access a wide range of practical tools and resources, and benefit from more intensive coaching. They are provided with facilitation and coaching skills, learning plans and materials to help deliver effective workshops and meetings and have the opportunity to enhance their presentation skills.

Our quality assurance process will ensure that the *Workplace Innovation Senior Practitioner* accreditation is valued, signifying participants’ ability to deliver evidence-based, effective and sustainable change.

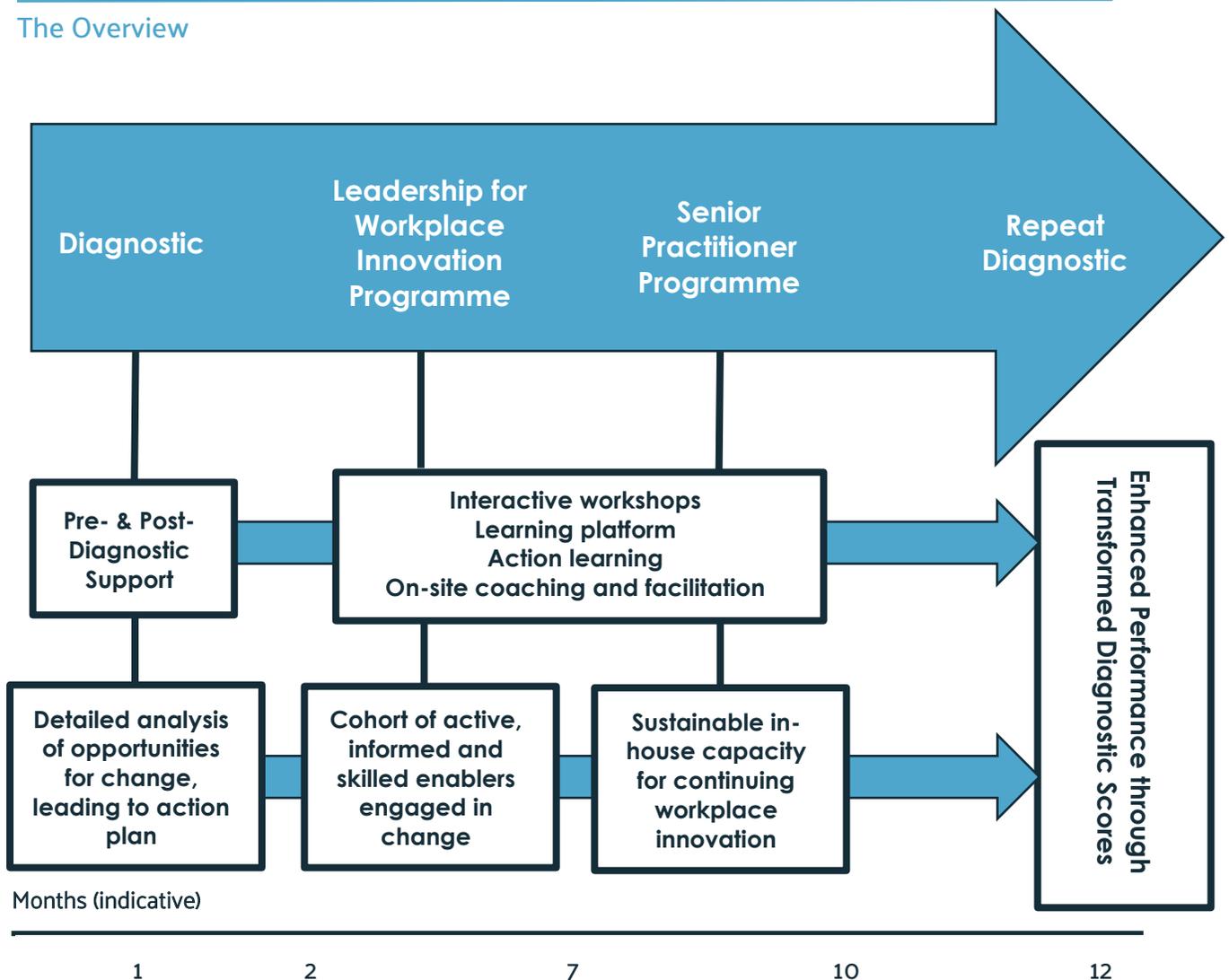
Workplace Innovation Senior Practitioners can support their colleagues throughout the company to gain accreditation as *Workplace Innovation Practitioners*, coaching them through the programme and building the knowledge, skills and fresh thinking required for change throughout the company.

We provide *Workplace Innovation Senior Practitioners* with the continuing coaching and practical support they need to engage, inspire and inform a culture of innovation and change throughout the company.

At the end of this stage, we propose repeating the Diagnostic as a means of measuring progress and identifying further opportunities for innovation and improvement.

By this time, you will already have unleashed staff engagement in innovation and improvement, achieving sustainable improvements in productivity and performance, and creating an even better place to work.

The Overview



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

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).

See www.workplaceinnovation.eu to learn more about our work.

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.

Keep in touch

We welcome further discussion to ensure that this proposal meets your requirements in every way. Please don't hesitate to contact us:

Professor Peter Totterdill

Director

Workplace Innovation Limited

Telephone 0115 933 8321

Email peter.totterdill@workplaceinnovation.eu

Web www.workplaceinnovation.eu