



WORKPLACE INNOVATION

People centred change

UNLEASHING ENGAGEMENT

The Workplace Diagnostic

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UNLEASHING ENGAGEMENT

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

What's in it for you?

The Workplace Diagnostic will help you acquire an in-depth understanding of where change is needed in order to enhance engagement and performance.

It focuses on workplace practices that enable people at every level to use and develop their full range of skills, knowledge, experience and creativity. The Diagnostic enables you to align individual jobs, teams, line management, organisational structures, procedures, learning, innovation processes and leadership around common principles and values.

And we can provide follow-up support, helping your change leaders and managers acquire the knowledge, skills and resources to achieve systematic and sustainable transformation, including in-company facilitation and coaching.

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

This is known as *workplace innovation*, the introduction of empowering workplace practices that enable people at every level of the organisation to use and develop their full range of knowledge, skills, experience and creativity, leading to significantly enhanced business performance and quality of working life.

Our team helped create workplace innovation as a concept and it is now spreading internationally. Workplace innovation is part of the EU's economic strategy and it has been adopted by several national governments as a means of achieving growth and prosperity, as well as by businesses all over Europe.

I can understand from the Diagnostic what the genuine pulse of the business is and how it feels. I don't think I would have done that previously, I would have just kept on blindly continuing thinking everything's good. Rob Cowman, Engineering Director, East Coast Oil & Gas

We were aware of issues we were seeing in the company just starting to come to the surface. And all of a sudden there was a method of measuring that. We could start to do something about it. Once you can measure it, you can actually analyse it and do something about it.

Martin Welsh, MD, Booth Welsh

The Workplace Diagnostic

The transformation starts with a full-day in-house induction workshop for senior team members and change leaders, explaining the nature of the Diagnostic, the underpinning evidence, and the translation of results into actions. We also provide practical advice and support to ensure smooth delivery of the Diagnostic and the highest possible rate of return.

The Workplace Diagnostic is a unique, on-line employee survey tool, solidly based in research evidence and practical experience. It asks employees and managers to identify their day-to-day experiences of four 'Elements', or bundles of workplace practices strongly associated with high performance, engagement and employee health and well-being:

- 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, and/or in individual teams of 10 or more.

The results, shown as red, amber or green scores for 11 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 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

We should stop pretending that Engagement surveys deliver any change and much less sustainable transformation. This diagnostic identifies where workplace practice can be improved and in doing so delivers a better culture and engagement.

Sue Evans, Former HR Director, Warwickshire County Council

Diagnostic Packages

We support you throughout the Diagnostic process with three options – or [contact us](#) to discuss alternatives:

Core Package

As well as the pre-Diagnostic briefing, we provide a full-day interpretation and action planning session once the results are available.

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.

The Workplace Innovation Programme

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

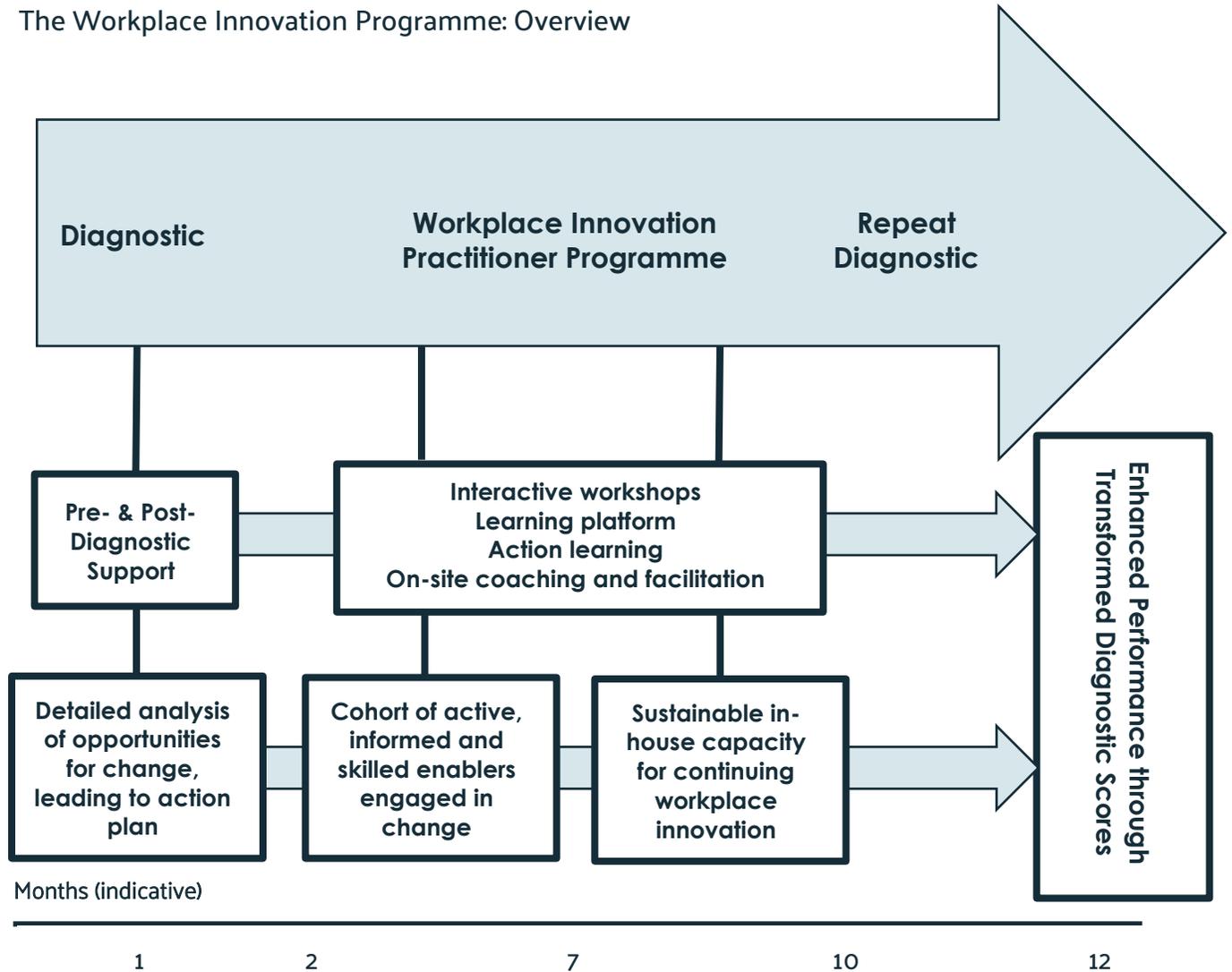
Our Programmes, customised to meet the needs of each client, can include:

1. Interactive workshop sessions strongly orientated to action and directly addressing the challenges and opportunities revealed by the Diagnostic results.
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 friend' action learning sets at regular intervals, enabling them to discuss challenges, share problems and celebrate successes with their peers.
4. 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.
5. Participation in online and in-person networking and events, nationally and internationally, with other companies on the [Fresh Thinking Labs](#) platform.
6. A repeat Diagnostic survey after an agreed period of time (usually 9 – 12 months). Results enable successful changes to be celebrated and identify the next set of priorities for change. The programme includes a final action planning day.

Programme duration is flexible 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 after completing a short online updating course and/or a face to face coaching session with one of our experts.

The Workplace Innovation Programme: Overview



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

Going further

By the end of the Workplace Innovation Practitioner programme 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 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 colleagues throughout the organisation to gain accreditation as *Workplace Innovation Practitioners*, coaching them through the programme and building the knowledge, skills and fresh thinking required for change.

We provide *Workplace Innovation Senior Practitioners* with the continuing coaching and practical support they need to engage, inspire and inform others.

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

Costs

<i>Inclusive of expenses and exclusive of VAT</i>	£
Core Package <i>Including pre-Diagnostic briefing and action planning support</i>	Starting at 4,000
The Workplace Innovation Practitioner Programme <i>Includes ILM Registration</i>	2,000
The Workplace Innovation Practitioner Programme – In House <i>Cost including the Diagnostic, 8.5 contact days and repeat Diagnostic</i>	On request
The Workplace Innovation Practitioner Open Programme <i>Covers two participants, includes ILM registration</i>	5,000
Additional coaching/facilitation days if required <i>Cost per day</i>	1,200

Variations of these packages are available to suit your requirements - please 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 organisations. 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 organisations. 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 leaders

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:

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Director

Workplace Innovation Europe CLG

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