



Bits and Pieces

Second Edition

Welcome

Summer may be long gone but this autumn edition of Bits & Pieces covers a hot topic - Coaching. We take a look at the latest developments at Jigsaw@work® and see how their passion for developing people is achieving results for leading companies across the UK.

The future as we see it.

There is no doubt that the current climate has taken hold of budgets and led to organisations demanding cost effective options in relation to training, but here at Jigsaw@work® we believe that this trend is here to stay and has raised questions about more focused and integrated training services.

As a training organisation passionate about standards and bespoke learning, we are already delivering and setting solid foundations for versatile learning and development.

Keith Nicholson, said: "Many organisations understand that you still need to invest in training and development, whatever the climate – this helps businesses to retain talented staff who will help the business to grow and develop.

"This has resulted in reduced budgets and the demand for flexible learning. As we see it this isn't just a trend that will disappear when the climate improves; it is a clear indication of what needs to be delivered by training organisations moving forward.

"At Jigsaw@work® we are setting the foundations for change and are already delivering a range of services that are helping clients achieve more with less. From offering more flexible training through to our focused bite sized courses, integrating coaching into traditional programmes, as well as delivering learning that helps everyone within the organisation to understand finance and the implications their actions may have on the bottom line."



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Team Day Workshops from Jigsaw@work®. Pg 8



What's Jigsaw

Welcome

The Jigsaw@work® team welcome Stephen Straw to the role of Business Development Manager.

Stephen, who has a great deal of experience within the training sector, will be responsible for developing new corporate clients as well as supporting the existing customer base. Quality control and benchmarking of services will also fall under Stephen's remit.

Stephen said: "Jigsaw@work® has a strong reputation for making a real difference to people and organisations, and is regarded as one of the leading suppliers of learning and development training in the Public Sector. This alongside the businesses vision and values really attracted me to the organisation.

"Over the last 12 months the team has expanded to include a range of consultants who have a wealth of experience within the corporate arena. This combined with Jigsaw@work®'s track record creates a very attractive learning package for businesses – I'm certainly looking forward to using these credentials to grow our market share and demonstrate how our team can add value to any business."

A minute with... Keith Nicholson

What three things would you take on a desert island?

Radio, pasta and the complete works of Dickens.

Who would you most like to have dinner/breakfast with and why?

A breakfast of Salmon and Scrambled Eggs with Digby Jones.

What inspires you?

Digby Jones as he talks an awful lot of sense.

What would you do if you won the lottery?

Buy a country house hotel, which my son would manage (as he is currently one of the region's leading Directors of Food and Beverage) as an exclusive, select country retreat.



When are you most productive?

At 6.00am when walking my dog.

Do you have any words of wisdom?

If you always do what you have always done you will always get what you have always got!

Stephen's Profile:

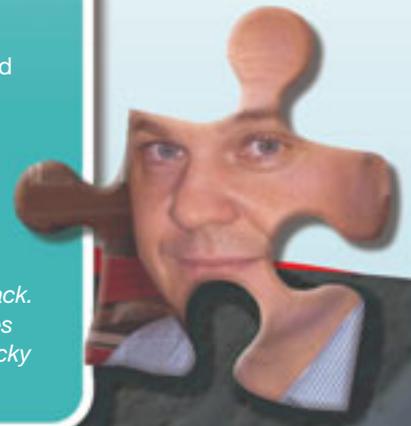
Pets: Two cats called Milo and Gabie.

Interesting Fact: Did a sky dive in Las Vegas Grand Canyon even though he's terrified of heights.

Enjoys: Cooking and trying new ideas out with food, had some blue soup moments!

Travelling: Recently spent 12 months in South America and Asia.

"I really enjoyed going to places off the beaten track. How communities live and work and what difficulties they face on a daily basis makes you realise how lucky you are."



Promoting Professionalism



Jigsaw@work® founding partner Michelle McArthur, has been appointed as a council member by the Learning Practitioners' Association (LPA).

The news reinforces Michelle's enthusiasm for the training sector and her determination to support other trainers who, through their LPA membership, adhere to high standards of work, ethics and behaviour.

Michelle's role will be to effectively represent and promote the interests of the members with a view to adding long-term value to the membership.

Responsibilities will include monitoring the Association's performance, clearly communicating goals and plans as well as responding to the needs of

members in relation to processes, procedures and policies.

Michelle said: "I am passionate about the professionalism of trainers. Currently the Association's certification process requires trainers to prove their competence, both as a trainer and as an ethical business person. This is something that I truly believe in and relish the opportunity to promote to the industry."

"This provides me with a great opportunity to contribute to my profession and work with my fellow council members and directors who have such a wealth of experience and knowledge about the industry."

To find out more about the LPA, turn to page 7.



Case Study

Cambridge Assessment is an agency comprising of three examination boards - OCR, CIE and ESOL and a research division.

Background

After meeting Jigsaw@work® at the CIPD HRD exhibition a few years ago, Cambridge Assessment invited the team to talk about designing a workshop that would form part of a schedule of internal training courses. As a result 'Dealing with Differences' was created and has been running ever since.

Following the success of 'Dealing with Differences' course, the Jigsaw@work® team were asked to design and deliver a bespoke programme for a team with a specific requirement.

The Brief

Asset Languages within OCR wanted to hold a team event that gave its members the chance to get to know each other better whilst having fun. They were also looking for an opportunity to reinforce the importance of team work and valuing each other's contributions.

The Training

Jigsaw@work® delivered a bespoke course with fun at its core and focused on valuing the differences in the styles of team members.

Sarah Kivlin, Group Training and Development Manager said: "When the programme was being developed we were able to discuss every point or concern with the Jigsaw@work® team. This led to a bespoke package that addressed our specific requirements and delivered an activity in a non-threatening way, this encouraged honesty and openness."

A one day training event took place in June 2009. This included activities around change that demonstrated the process and the feelings that people go through. A murder mystery activity also featured, helping individuals to understand the impact of their styles on the dynamics of the team. These were delivered in a "safe" environment for individuals to feedback to each other.

Results

Sarah concluded: "According to the manager, people found it very useful to understand their own styles and preferences as well as those of their colleagues. So much so, they have mounted a colour chart on the wall in the office to remind themselves of how best to communicate in a work environment. This is designed to help them to be more tolerant and accepting of each other. It's too early to say what impact this will have on the work and relationships within the team, however the signs are good."



"Jigsaw@work® always delivers what has been agreed to a high standard with imagination and professionalism. Michelle's and Keith's styles compliment each other extremely well and our staff enjoy the dynamics between the two of them. One member of Cambridge Assessment told me that of all the training courses she had attended in the 20 years she had been here, 'Dealing with Differences' is the course she most remembers because of the insight it gave her into her own style and the fact that she actually enjoyed it."

"Jigsaw@Work® manages to combine professionalism with humour and create an environment where people feel safe to share inner thoughts and perceptions. Michelle and Keith obviously love what they do." Cambridge Assessment.



Alan Newbury, Training Partner

Role: Implement strategic training programmes to both public and private sector businesses. Developing interactive workshops that allow individuals to understand their character profiles and use this to build personal and professional success.

Having worked with many businesses - all with very different stories to tell - Alan is able to engage quickly and efficiently with his audience, speaking their language and achieving results. Alan is a PRISM practitioner and trained Mediator.

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**What's
Jigsaw**



Case Study

WRAP – Adopting the Jigsaw@work® Discovery Tool

Background

WRAP (Waste & Resources Action Programme) works with individuals, businesses and local authorities to reduce waste and recycle more, making better use of resources and helping to tackle climate change. They work with partners to create the case for change, support change and deliver change.

Marking the Learning at Work Day 2008, Eileen Anderson, Head of HR at WRAP, and her team organised for employees to take part in mini Jigsaw workshops. These sessions provided the perfect opportunity for teams to sample the Jigsaw@work® Discovery Tool and to better understand the workshops, which were to be facilitated by Eileen during 2009.

Eileen comments: "During the Learning at Work Day everyone was impressed and excited about the sessions delivered by Jigsaw@work®, this enthusiasm combined with the results from the day led the business to purchase a Jigsaw@work® licence and for me to take part in the facilitators programme."

Company wide initiative

Spurred on by the enthusiasm from the workshops and armed with comprehensive resources and a training manual, the HR team set about publicising the Jigsaw@work® programme as part of individual, team development and team away days.

The Executive Team were early participants in a workshop, which was used to explore how the team communicated as a whole and as individuals. Delivery to every directorate and many of the teams within followed.

Integrating into working practices

Following the success of the team training the 'Jigsaw' has been used in many different ways, routinely with individuals as part of their induction, with line managers in facilitated one-to-one's, team building and business planning away days.

Results

"The Jigsaw@work® Discovery Tool has played a key role in our team development activities. Delegates and teams build their own jigsaws and use this as tool for discussion and planning – addressing how they can communicate better with each other and as a whole."

"As you walk through our organisation you can see individual profiling cards attached to pin boards, or a digital picture taken of their team jigsaw – each is a simple but effective reminder of the sessions."

"The jigsaw is universally accepted. It is a friendly, accessible and light-hearted learning tool, which is also effective and having a positive impact on our organisation."



Licences Take Off

A record number of new licences for the Jigsaw@work® discovery tool have been recorded. New customers using the tool include Department of Culture Media & Sport, Glasgow Culture & Sport, who are the organisers of the commonwealth games, Wigan Leisure & Cultural Trust, National Railway Museum, Dry Docks World (Dubai) and Abu Dhabi Tourism.

Meanwhile, Aberdeen County Council has just completed the Jigsaw@work® profiling tool with 100 team members. They are now about to embark on their second licence, which will involve training 300 members of staff as part of a large development programme.



Material change for a better environment

Val Brooks, Training Partner

Role: Coaching and developing individuals to achieve their full potential. Working in a facilitative style Val welcomes and encourages participation from the audience in order to achieve the very best results.

Having previously worked in a customer service and behavioural training role at British Airways Val has a vast experience, which covers cultural awareness, diversity, communications and service recovery. With a Diploma in Supervisory Management and as a Member of the Institute of Learning and Management Val is well equipped to deliver first class training for her clients.



Coaching

Coaching may historically have been considered an executive perk but today it plays a successful and crucial role in effective organisational change and personal development.

Long gone are the days when senior executives used personal coaches just for obtaining a work life balance. Coaching is now an accepted mainstream tool for individuals at all levels of the organisation, in small-to-medium enterprises through to large multi-nationals in the private, public and voluntary sectors.

This is reinforced by the Chartered Institute of Personal Development's (CIPD) Learning and Development Survey 2008, which showed that "just over seven out of ten respondents reported that they now use coaching in their organisation, 44% offer coaching to all employees whilst just under two fifths offer it to directors and senior management."

David Taylor, Coach and Training Partner at Jigsaw@work® tells us why adopting a coaching culture has a positive impact on organisations and individuals. He examines what evidence exists to support the effectiveness of coaching and identifies why coaching is being used to support training programmes.

A Coaching Culture

Coaching is often called upon to support staff development, focusing on individuals and teams. Equally organisations are reaping the rewards of adopting a coaching culture that supports organisational change, learning and development.

At the heart of a successful business is the ability to link individual need to organisational vision. This is done by finding the connection between the individual's values and those of the organisation and then taking action that is an expression of both. A coaching culture is built on this dynamic.

Coaching is about getting people to perform at their best, bringing out their creativity, acknowledging their experience, enabling them to learn as they progress through their career and helping individuals to engage a sense of responsibility – all crucial to successful change and growth.

The biggest driver of culture change is changing the behaviours in an organisation in a conscious way. Coaching provides an effective framework, allowing this to happen in practice and delivering measurable results, which can be tracked through each stage of a training programme.



Benefits to an Organisation and Individual

Coaching has many uses, according to the Chartered Institute of Personal Development's (CIPD) Learning and Development Survey 2008. They recorded the purpose of coaching, stating that "just over three fifths of those surveyed saw its main purpose as general personal development, just over half use the technique for transition support and 35% use it both as a culture change tool and to support organisational objectives."

Coaching presents many benefits to the organisation from supporting strategic objectives, contributing to the effectiveness of teams through to creating high employee engagement, retention and productivity. Other key benefits include:

- ✚ improves relationships
- ✚ improves confidence and communication skills, enabling managers to lead by example
- ✚ challenges perceptions and practices to enable cultural change
- ✚ enables people to learn through doing
- ✚ provides a structured process
- ✚ is based on continuous, measurable improvement
- ✚ means expertise is often transferred in the coaching process
- ✚ promotes a 'learning organisation'
- ✚ improves quality, customer service and shareholder value.

Coaching can also have a profound effect on an individuals working and personal life. It's often used to help individuals create the results they want in their life and business, whether they are 'stuck' with a specific problem or starting out on new initiatives.

Key benefits to individuals within the organisation include:

- ✚ know where they stand
- ✚ know what is expected of them
- ✚ know they are valued and recognised
- ✚ know they are supported
- ✚ know where they are going
- ✚ are given objective feedback on progress.

The Effectiveness of Coaching

There is more and more research being carried out into the effectiveness of coaching as a development strategy for people and business.

The Manchester Review (2001- Volume 6) claims that the return on investment (ROI) from coaching senior executives can be at least 5.7 times the original outlay. In a recent study by the International Coach Federation, quoted by the CIPD, individuals reported a range of benefits from those who use coaches in the world of work:

- ✚ increased self awareness 68%
- ✚ improved quality of life 43%
- ✚ better goal setting 62%
- ✚ enhanced communication skills 40%
- ✚ more balanced life 61%
- ✚ lower stress levels 57%
- ✚ enhanced self discovery 53%
- ✚ increased confidence 52%

In 2001 MetrixGlobal also carried out a survey of executives who had completed a coaching programme. This survey found that coaching produced a 529% return on investment and that the financial benefits from employee retention boosted the ROI to 788%.

Coaching to Support Training

Coaching can be used in isolation but evidence shows that it can also accelerate the take-up of skills learned in training – helping individuals to develop the effectiveness of training programmes.

Joyce and Flowers (2003) have shown some interesting data regarding the various approaches to take-up and application of skills from training:

- ✚ Presentation 5% success and application
- ✚ Demonstration 10%
- ✚ Initial Practice 20%
- ✚ Participation & Feedback 25%
- ✚ Coaching 90%

According to this research, after a training programme, a coached participant:

- ✚ will practice new strategies with greater skill
- ✚ will adapt the strategies more appropriately to their own goals and contexts
- ✚ retain and increase skills over time

Q&A

Coaching is often confused with mentoring and counselling, how do they differ?

Counselling traditionally deals with emotional issues. It is usually adopted to repair past events or when you need to view a situation in a different light in order to move forward.

Mentoring is often delivered by someone in the same organisation, often an individual with a higher status and usually someone with more knowledge and experience. The mentor is the “expert”.

Coaching on the other hand is a democratic process because the individual being coached is the expert

Getting the Best Coach

There are plenty of people within the business environment who call themselves ‘coaches’, very often with little or no training. Training or coaching purchasers need to be sure that they are working with coaches who can provide the ‘Coaching Essentials’ – delivering measurable results that create a successful coaching culture within an organisation.

Coaching Essentials’ - the foundation of successful coaching:

- ✚ the skills, knowledge, qualifications and experience of the coach
- ✚ the structure of the coaching (including clarity, discipline and challenge)
- ✚ the coaching environment (time, space, safety and confidentiality)
- ✚ the levels of trust in the relationship
- ✚ the levels of confidence built in the relationship

Overall Coaching is an accepted learning and development tool that offers bespoke

and personalised training. Research indicates that Coaching is having a profound impact on individuals, as well as supporting business growth and organisational culture change.

However, getting the right coach in a sector that has no entry barriers and few standards and accreditations is crucial to the success of any coaching programme.

How is Coaching measured?

The value of coaching can be measured through impact analysis, which looks at both tangible and intangible results. Tangible results focus around measurable targets such as increasing productivity or improving a products performance. Intangible measures include better relationships, being more self aware, improving employee engagement or improving teamwork.

As with any measure, a clear purpose and specific objectives need to be established. The coach should be able to understand what a client requires and how they will know when it has been achieved.

Top Tips For Choosing a Coach

1. Fit your criteria – with so many coaches and coaching organisations in the market, you need to be sure that your shortlisted coaches have the experience and the credentials you are looking for. In order to do this you should find out:
 - ✚ what training your coach has undertaken and make sure that they have taken part in a full coaching programme, ideally for more than 180 hours.
 - ✚ ask if they are a member of the International Coaching Federation (ICF) or one of the equivalent coaching associations.
 - ✚ ask if they have a coach too. This demonstrates that they embrace the coaching process themselves.
2. Meet your coach - a pre-meeting with your coach is an ideal opportunity for you to get to know him or her, helping you to see whether you are comfortable with them before you enter into an agreement. It also helps the coach decide whether s/he is the right kind of coach for you.
3. Identify resistance - ensure the team or individuals to be coached are open and not resistant to the idea, this will create better results for both the individual and the organisation.

in their own life and work. The coach is a partner in the process. Coaching looks at where you are now and where you want to be in the future.

During a recession can coaching help to maximise learning and development budgets?

Coaching is a really good way of supporting learning and development within the workplace. As opposed to a formal programme coaching offers flexibility, creativity and adaptability, which are exactly what an organisation needs during a recession. The dangerous, knee jerk reaction is to cut out all training and development – this is the worst thing that an organisation can do.



What's Jigsaw

David Taylor, Training Partner

Role: Delivering leadership coaching to a wide variety of clients across a range of sectors. Using innovative approaches and creativity to engage and encourage audience interaction, resulting in personal and organisational change. David has worked with politicians, senior police officer's, regional regeneration leaders and Managing Director's, developing a proven track record for change management.



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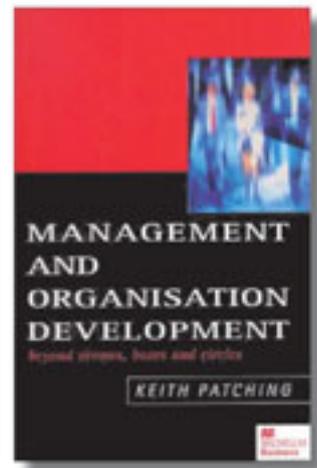
Management and Organisation Development: Beyond arrows, boxes and circles.

(Macmillan Business, London 1999, ISBN 0-333-75413-1)

Written by Keith Patching, a coach and former Director of the Management Development Unit at Cranfield School of Management and a member of the Jigsaw@work® Leadership Team.

The book comprises a thorough re-evaluation of management and leadership development, based on research into how

adults learn. It shows how to link corporate strategy to the design, development and delivery of programmes for managers, and enables readers to assess how their own programmes of development can be built on tried and tested principles. Most significantly, the book separates out the fads from the truly effective processes of learning. By using the methods described in the book, developers will be able to build integrated learning rather than deliver a 'random' selection of sessions based on latest trends or the 'same old' models everyone else is using. It brings professionalism to the business of development.



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What's New

LPA Unveil Website Plans

Since 2002 freelance practitioners and purchasers of learning and development training have been benefitting from the support offered by TrainerBase, the website recognised as the place where trainers find business and business find trainers.

As its members sought professionalism and looked for representation, and training purchasers identified the need for training standards, the online resource developed into a not-for-profit trade association in 2007. For the last few years the TrainerBase website has actively engaged with organisations looking for learning and development professionals, has provided recommendations based on the standards achieved by Certified Learning Practitioners and offered expertise and advice to practitioners and purchasers alike.

The Future

TrainerBase reached a crucial landmark in its journey during 2009 when it officially became The Learning Practitioners' Association.

Through three clear strategic aims and with news that a new website is planned, the Association will strengthen its position as the

UK's leading trade body for all trainers (individuals substantially engaged in consultancy, design, development of delivery whose recipients are outside statutory education), whilst also serving as a valuable resource for purchasers of learning and development training.

Strategic Aims

- ✚ For the Association to become the voice of learning practitioners in the UK.
- ✚ The TrainerBase to be the dominant market place in the UK for learning practitioners across all engagement models.
- ✚ The Standard and any associated accreditations and qualifications to become the routes of choice for excellence in learning practice within the UK.

Clarity

To support the changes the LPA has unveiled plans to split their existing website into two separate domains; www.trainerbase.co.uk will remain and a new website www.learningpractitioners.org.uk will launch in early 2010.

The pages that are of interest to purchasers of training including the Find a Trainer facility and the adding of tender opportunities will remain on the TrainerBase domain. The training provider links/pages and the trade association

pages will be migrated to the new www.learningpractitioners.org.uk website.

Peter Mayes, Founder of TrainerBase and Chief Executive of LPA comments: "This separation of the Association www.learningpractitioners.org.uk from the TrainerBase www.trainerbase.co.uk, will allow us to clarify our services and provide focused messages for purchasers and providers of learning and development training.

"The TrainerBase website will continue to operate as one of the Association's major services. It will continue to provide a valuable marketing channel for the hundreds of members of the Association who share in over £2 million worth of contracts awarded as a direct result of their presence on the site."

The website launch is planned for early 2010. For further information or for expert help and advice, contact The Learning Practitioners' Association on 01239 711544.



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Check this out

Passionate about the training and development sector, the Jigsaw@work®

team are always looking out for new information and tools that support their goals. Take a look at one of their latest finds.

Tweet Mentor

If you are interested in Twitter, but not quite sure how to use it or how it can add

value to your business check out 'Tweet Mentor' at: <http://www.nikkipilkington.com/social-media-marketing/tweetmentor-promotion-may-bank-holiday-weekend-only>

Tweet Mentor is a 100 day email course which tells you which tools to explore, what to tweet and when, how to save time on tweets, how to make the most of Twitter with your website / blog and how to measure the results.

Michelle said: "This is a great training experience. The quality of the daily emails is excellent. I've certainly learnt a lot and seen a definite improvement in the way I use twitter as a business tool."



Team Day Workshops

As budgets get tighter and training purchasers realise that they need to get more for less, Jigsaw@work® has designed a team day workshop that balances a fun outdoor approach with a solid, measurable return on investment.

Developed as a one day programme, the workshop focuses on team bonding, encouraging team members to share and cover workloads. Other key outcomes from the day include increasing awareness of self, working preferences and the impact of behaviours and actions upon others. It also helps to enhance the positives of a team.

From scavenger hunts, murder mystery activities through to communication training, the packed programme will use a range of techniques to get teams working effectively together, putting communication skills to

the test to find hidden strengths in participants.

Attendees will also create their own personalised jigsaw, a permanent, personal record of the day and key learnings.

Michelle McArthur said: "We have received a lot of feedback about team training

days, which often result in organisations feeling like they haven't really got a measurable return on investment. Our training days are different. They retain the magic of outdoor activity but guarantee clear results for individuals, teams and the organisation as a whole."



© Meritlog Training Tools



Who Moved My Cheese?

Many individuals from in and around the training and development sector will have read or indeed heard of 'Who Moved My Cheese?' the world's bestselling book about change, written by Spencer Johnson MD.

Featuring four main characters sniff, scurry, hem and haw the book looks at how they each react and adapt to change. The reactions of each character to the challenge of change is a reflection of reality and of how individuals react and respond in everyday life.

"Pondering on what is my cheese, made me focus on my life and my job."

"It was a very good way of helping the staff to bond up and also to facing up to our workplace issues."

Using the book as a basis alongside the simplicity of the characters, Jigsaw@work® has introduced 'Who Moved My Cheese'.

This flexible programme, which incorporates a 20 minute video of the cartoon characters, can be run as a half-day standalone programme or incorporated into a larger change management initiative.

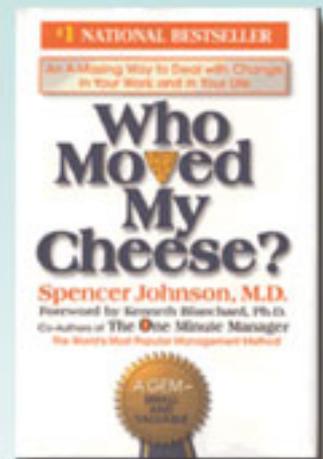
Designed as a light-hearted approach to a serious situation the programme provides a little relief for the participants.

Delegates have an opportunity to explore their personal feelings towards change and re-evaluate what is really important to them in life - rather than just going through the motions.

Participants share experiences, realise that they are not on their own and understand that it's ok to feel the way that they do. The training also

helps them to put things into perspective within the safety of a workshop environment.

If you haven't read the book add it to your Christmas list or for more information visit www.whomovedmycheese.com. For further details about 'Who Moved My Cheese Change Management Programme contact: 01924 864444.



"Discovering my new cheese, left me feeling energised and more positive about the future."

"As the session went on it took on a real feeling of group therapy and of mutual support."

Taster Days

We are passionate about our training programmes and confident that we can add real value, helping businesses to improve service delivery, communication, individual and team performance, leadership, motivation, relationship building and much, much more.

Find out more at a Jigsaw@work® taster day, these take place throughout the year at key locations across the UK and offer an insight into the relationship between perceptions and behaviours.

Tailored to facilitate self discovery,

interactive exercises help participants to explore their thinking styles and brain dominances. In addition each attendee completes a very insightful personal brain profile.

Future date:

✚ Tuesday 15th December – Watford

Taster days cost just £95 + VAT. Participants will also receive a £95 voucher that can be redeemed against a purchase of a Jigsaw@work® product. Visit the Jigsaw@work® website for forthcoming dates or call 01924 864444.

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