



Bits and Pieces

Fourth Edition

Welcome

Welcome to the Fourth Edition of Bits and Pieces. This newsletter will demonstrate how Jigsaw@work® can help support and develop your staff, make better use of your training budgets and ultimately help your organisation to thrive in an increasingly challenging market. Read through the following pages for some useful tips, enlightening articles and details of the services and products we provide.

Introduction

Following a bleak year due to the recession, 2010 has thrown us even more challenges. Despite divided opinion on the new coalition government, there is little doubt that many companies will have to face more hardships before seeing the light at the end of the tunnel.

With further fears that job losses will continue to rise once more government cuts begin to kick-in, particularly for those working in the public sector, it is now more important than ever that organisations look at investing in and developing their staff.

As with last year, organisations are still continuing to decrease their staff sizes which results in fewer workers but the same amount of responsibility. People need more support with developing their skills in learning not just to adapt, but to thrive, in these new working conditions.

Other changes brought in through the new Government include the concept of Britain's Big Society, which may result

in more volunteers from communities becoming involved with public sector services. Consequently, strong leadership will be vital to incorporating these volunteers into an existing structure.

It's not all doom and gloom however. Many people rise to new challenges and enjoy taking on more responsibility. Helping individuals to reach their true potential through innovative learning and development programmes will in return result in a much more productive, efficient and energised workforce.



Ice Breakers

Don't Break the Ice if You Want to Skate on it Pg 3

Change

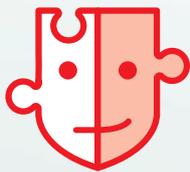
Not what it used to be. Pg 6



Jigsaw@work®



Discovery Tool Makeover



Jigsaw Discovery Tool

We are very pleased to unveil our new look discovery tool, the Jigsaw Discovery Tool.

After much deliberation we felt that our Jigsaw@work Discovery Tool deserved a makeover to reinforce its position as a leading development tool.

Our branding may be new but the impact of our learning tool remains the same. The Jigsaw Discovery Tool helps individuals to develop in-depth self awareness and an understanding and tolerance of the personal styles of others. It's still interactive, simple and non-threatening and has the ability to help individuals at all levels of the organisation.

Coffee Break

A Minute With..

David Taylor Senior Learning Consultant

1. *What three things would you take on a desert island?*

My ipod with solar power charger
The Collected Works of the poet Rumi
A good axe.

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

Breakfast: Linda my wife – because we laugh about our different views of the world and that's a great start to the day.

Here's a quick overview of the Jigsaw® Discovery Tool.

Yourself and others

The Jigsaw Discovery Tool helps individuals to recognise their personality style; it helps them to understand their motivations; what makes others behave as they do and, most importantly, the impact that their actions can have on individuals and teams.

Behaviour

Through a framework, the Jigsaw Discovery Tool helps individuals anticipate the behaviours and reactions of others in any situation, helping them to adapt their approach accordingly.

The Jigsaw Discovery Tool also helps individuals to:

- ✚ **Recognise strengths and competencies to improve performance**
- ✚ **Deal with conflict and difficult behaviours to resolve workplace issues**
- ✚ **Accommodate the personality styles of others to encourage creativity and individuality**

Our accredited trainers run bespoke self development workshops and training programmes using the Jigsaw Discovery Tool. You can also purchase the tool under licence (and receive training on how to use it). To find out more, please contact our team on 01924 864444.



Practising what we preach

As learning and development providers that specialise in change management, amongst other things, it would be a little strange if we didn't take the time to think about our own company and what changes could be made to benefit the business.

After much thought we realised that although our website has worked enormously well for us, providing support and guidance to our clients, in order to truly reflect our business it needs a new look.

So we are working hard behind the scenes at Jigsaw@work® to create a site that will be simpler to use and navigate, while also providing the essential information you will need to access the learning and development programmes, and services that we offer.

The new site is fresh and engaging, giving you, the customer, a greater insight into the personalities working within our business. As you all know, we are a very open company and enjoy sharing our work and experiences, so we are hoping that the new content and tools will be both useful and insightful.

We will be using the site as a notice board to let you know when our Jigsaw workshops and accreditations are taking place and what they include. We will also showcase a number of testimonials to give you an idea of what others think about us and how the courses we provide could change your business – for the better!

We are very excited about the new site and hope that you will take the time to take a look and feedback with your comments. Check it out at www.jigsawatwork.com

Create a centre in the country, somewhere for leadership and personal development for anyone who wanted to work on themselves (and then also live part of the year in Chile).

5. *When are you most productive?*

Saturday when the phone stops ringing.

6. *Do you have any words of wisdom?*

Always remember to scald the tea bag.

Breaking the Ice

Icebreakers are every day tools used to start meetings, training courses, brainstorming sessions and many more activities that bring people together.

Used strategically to relax a group and energise a team in preparation of a task ahead, icebreakers can be simple, quick and humorous – used correctly they can certainly raise a smile! However simple they may appear, icebreakers are a powerful tool that can often make or break a session.

Keith Nicholson of Jigsaw@work® comments: “Unfortunately we’ve seen instances where icebreakers have had the reverse effect, reinforcing barriers, putting individuals on edge and on occasion causing offence. This is often because the host or co-ordinator misjudges the audience or lacks the skills to enthuse the team or turn a task around when it doesn’t have the desired effect.”

So how can we get icebreakers right?

Keith offers his top tips:

Research. We always work hard prior to delivering a training programme to get to know and understand the team. Being aware of individual members, group dynamics and on occasion office politics can help you make the best choice.

Be prepared. If you are involved in a team but don’t have the job of co-ordinating the ice-breaker, always be prepared to deliver one – after all we’ve all been in situations where the previous presenter or facilitator has left the audience deflated!

Box of tricks. Although it’s important to have an ice breaker in mind, always have a backup plan. This usually means two or three alternative options that you can quickly draw upon if you realise your chosen tool may not work.

Not required. Know when an ice breaker is necessary!



Check out our new tips section at www.jigsawatwork.com for Keith’s favourite icebreaker.

When not to use an icebreaker

If you’re still scratching your head trying to work out which of the many icebreakers you want to use from your toolkit, it may be that you don’t use any of them!

Keith Patching comments:

“Icebreakers can be treated with cynicism, especially if participants suspect that a session is going to paper over cracks, and deflect attention to underlying issues they may have brought to the programme.

Before you ‘automatically’ design in your icebreaker, how about checking whether a group already know each other, and has baggage that, far from being pushed away by what people may see as playing games, needs to be unpacked right up front.

Sometimes you have to show people that a session is going to hit directly at what is bugging them.

As we have all experienced at some time in our professional careers, issues and concerns have a way of surfacing, sometimes when we are least expecting them, and least prepared to deal with them. If you think this is likely, ditch the icebreaker and get those issues out right up front when you are in control and ready to show you are taking participants’ concerns seriously.

Sometimes the best way to get engagement is not to ‘break the ice’, but to confront what’s bugging people right up front. It can be terrifying, but it works.

Alternatively, step on the ice yourself and let the group understand who you really are.”



**Don't Break
the Ice if You
Want to
Skate on it**



Michelle McArthur-Morgan - what’s on her book shelf?

After a summer of indulging in some great books, it’s hard to choose which ones to recommend!

My first choice has to be Clipwords by Robert E Gorski. This is a collection of over 19,000 phrases and statements which can be used for almost anything,

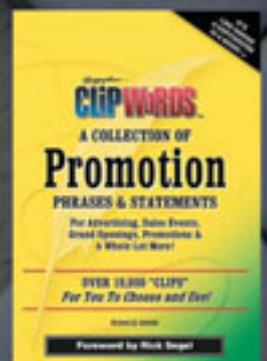
from advertising, promotions, workshop names, as well as the development of workbooks and materials.

It’s been a really good source of inspiration, especially when I have been looking for a new or quirky course title, or name for an activity.

The Art of Possibility by Rosamund

Stone Zander & Benjamin Zander. This book combines the experience of Benjamin, who was the conductor of the Boston Philharmonic and a talented communicator and teacher, with Rosamund’s ability to create innovative paradigms for personal and professional fulfillment.

The power of possibility!





Case Study

Darlington Borough Council

Driving through change



Adopting a fresh approach to leadership and change

With change very much on the agenda, Darlington Borough Council were looking for a fresh approach to drive change throughout the organisation. They realised that the excellent management skills that had stood them in good stead in the past were not enough to guarantee success in changing times. They knew that they needed leadership capabilities to add to existing management skills.

The Procurement Journey

Through their Transformation and Efficiency Agenda Darlington Borough Council identified the need for a Senior Leadership Programme that would form a key element of the council's strategy to drive change, improve efficiency and deliver value for money services for the community. To support this need Darlington Borough Council embarked on a procurement programme, which led to the appointment of Jigsaw@work's experienced leadership team.

The Brief

Darlington Borough Council were looking for a Leadership Development Programme that would build upon an earlier diagnostic process that had identified some generic leadership development needs. These included:

- 🧩 The leader as coach
- 🧩 Leading through change
- 🧩 Motivation and team effectiveness

A further requirement was also specified – adopting a modular approach in the context of its Transformation and Efficiency Agenda.

Kathy Hales, HR Officer Organisational & Workforce Development from Darlington Borough Council said:

"The Jigsaw@work® team tailored their detailed bid to encompass all of our initial requirements and impressed the selection panel with their innovative delivery styles and underpinning knowledge."

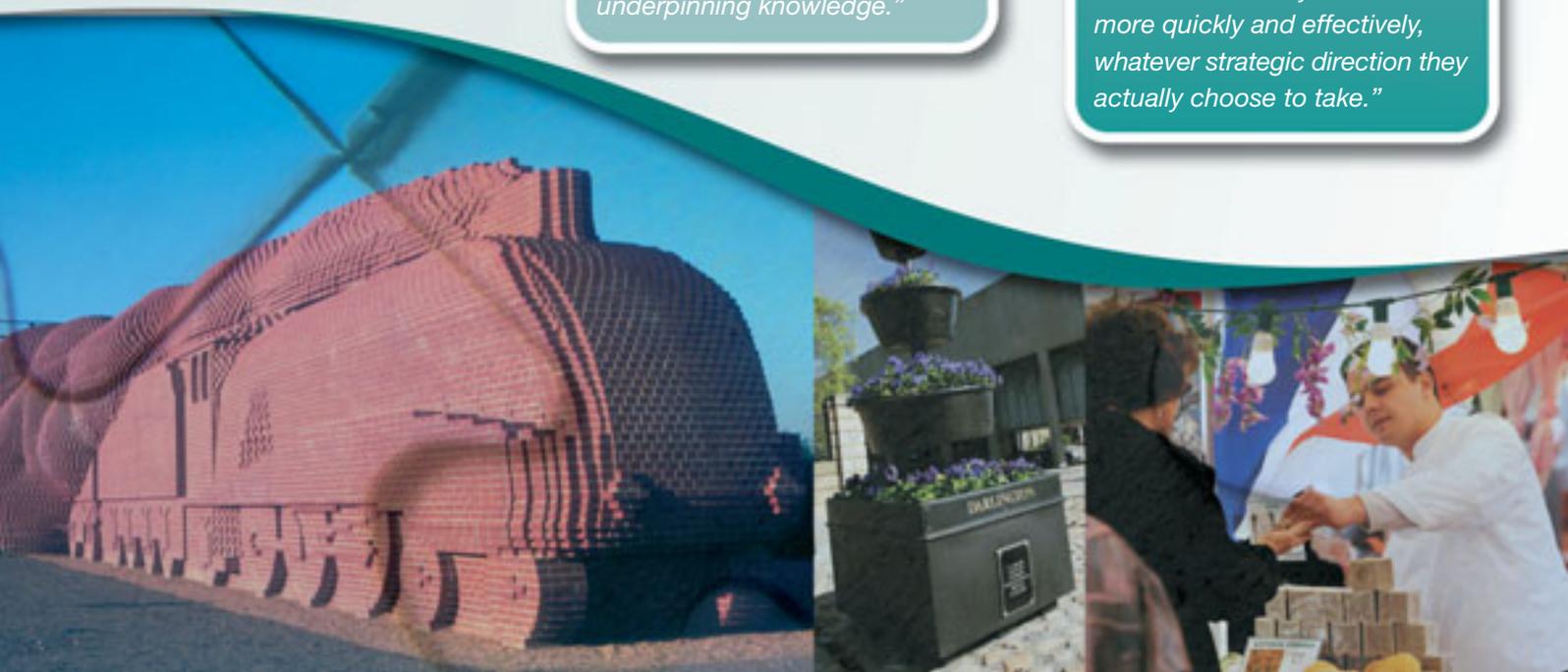
Keith Patching and Sian Mathews, part of Jigsaw@work's leadership team, set about designing a programme that was aimed at the council's top two tiers within the business - approximately 34 individuals at Director, Assistant Director and Chief Executive levels.

The team invested time and effort getting to know the organisation and client group, working closely with the Chief Executive and her team to ensure that the design of the workshops would meet organisational needs and the development needs of the target group.

The aim of the programme was not to try to tell the Council how to do their business, but to help develop the skills leaders need to make change happen effectively. This demands genuine leadership capabilities.

Keith Patching commented:

"The Leadership Development programme was designed to teach people to 'drive'! Focusing on personal development and how individuals can work more effectively together our programme was able to get the team to where they wanted to be more quickly and effectively, whatever strategic direction they actually choose to take."



Delivery

During a 12 month period Jigsaw@work® delivered three modules to two cohort groups, these focused on:

- ✚ Leading efficiency and change
- ✚ Team dynamics
- ✚ Coaching for efficiency and change

Each module was delivered as a two-day workshop and was followed by one-to-one coaching sessions and meetings for the corporate management team and corporate managers, which were all designed to reinforce learning.

Leadership, Character and Strategy

As part of the sessions Jigsaw@work® introduced LCS, a valuable model that increases self awareness of individuals' characters, their leadership styles, and those of others. Each participant received an in-depth personal analysis that showed them, individually, how to act with the integrity leaders need. No two leaders are the same. Each participant had to face up to their own unique leadership development challenges.

Learning around MBTI was also incorporated into the programme to build upon the team's previous development work, expanding their knowledge of this model and how it can be used to improve self awareness and communication in the workplace.

Supporting a diverse group

Having the ability to support such a diverse group and accommodate each individual's personal preference, in terms of delivery style and content, was an initial concern expressed by Darlington Borough Council. Understanding this Jigsaw@work® ensured that this was addressed from the

very start by:

- ✚ actively involving participants in both the selection and design process
- ✚ taking the time to get to know the organisation, the group and their individual challenges

"When considering the development of a senior leadership programme our initial concerns were around the facilitators' ability to engage with such a diverse group of senior managers. Ultimately the extensive work that Keith and Sian did in preparing the programme and understanding the group set aside initial concerns." Commented Kathy Hales.

Outcome

Feedback from the senior leadership team indicated that they had been inspired and engaged; comments were 100 percent positive. One candidate commented: "Totally relevant, particularly as we are operating in an environment which is constantly changing, we have to respond increasingly quickly, so more than ever we need to quickly win people over."

Keith Patching said: "The return on investment for Darlington Borough Council lies in their understanding of, and acting upon, discretionary leadership – giving individuals the confidence and capability to take a greater degree of responsibility for their actions and to reduce the inefficiency of having delays through deferring decisions upwards when it is necessary to do so."

Looking to the future

Those involved in the Senior Leadership Programme quickly became ambassadors of the programme and are actively involved in supporting

rollout to their own teams, a process that began in July 2010 through a SMN Leadership Development Programme.

Summary

"Jigsaw@work® designed and delivered a fresh approach to increasing leadership capabilities. They integrated telephone and face to face coaching to progress the team's development needs outside of the group environment.

"The combination of Keith's knowledge, energy and passion combined with his background as an academic in Leadership and Sian's experience, perceptive nature and passion for the subject proves to be a winning combination as their delivery style has been both dynamic and yet down to earth and was very affordable given the quality of the delivery."



David Taylor – what's on his book shelf?

Management Rewired

by Charles S. Jacobs Published by Portfolio 2009

The subtitle captures exactly why this book is essential reading: 'Why Feedback Doesn't Work and Other Surprising Lessons from the Latest Brain Science'.

Last Saturday I was working on a Leadership Retreat with a group of leaders from a very successful school in an extremely challenging area. Drawing on this book I explored the traditional ("normal") approach to management:

- Reward good performance
- Punish poor performance
- Give timely feedback on problems
- Prescribe corrective action
- Set measurable objectives
- Make an effort to closely supervise

Many of these sound logical and indeed are still central to many organisations' practices. However, as Charles Jacobs demonstrates; they all fail in practice. The old "carrots" and "sticks" from behavioural science miss out so much of the integral nature of our mind, body and nervous system.

As leaders and managers, we need a different approach based on the new understanding that Jacobs explores in his book. I use it a lot in my work with leadership teams – I recommend it to you.



Change – Just Not What It Used To Be

We may be 'out' of the recession but its aftermath rages on as UK businesses in both the public and private sector continue to battle for survival, to address change and overcome the challenges that we face.

The strength to survive and indeed thrive comes only from our ability to be flexible and adaptable, a process we can accelerate through adopting an innovative approach to learning and development (L&D).

Learning Lessons

Michelle McArthur-Morgan, of Jigsaw@work® comments: "We need to take valuable lessons from the last recession where so many organisations stopped investing in their teams and as a result lost their best talent. These organisations then suffered the impact when markets picked up and their expertise and best people were no longer there; they were working for the competition.

"Now is the time to invest our training budgets wisely, to help organisations see a clear return on investment and to look at new ways of working; not by doing more of the same but by being more innovative and creative with learning and development intervention so that staff are engaged, enthused and motivated; leaders are given the autonomy to lead; and managers are equipped with the skills and knowledge to manage."

Important and Urgent

One of our biggest challenges is therefore to convince those who are looking to reduce costs that there is now an important and urgent need to use learning and development to survive and thrive. We need them to realise that now is not the time to cut training budgets; now is the time to invest in learning and development.

Where's the return?

Demonstrating a return on investment is crucial to any learning and development programme and should be a key part of any plan to secure investment. But whilst many speak about it, few follow up and evaluate training, leaving L&D wide open to budget cuts. Within the public sector the need to justify investment in learning and development is only going to intensify as every degree of training spend is scrutinised as budgets are slashed further and should the 'right to data' be implemented through plans for the Big Society.

Michelle comments: "Measuring the return on any investment should be our first step to securing sign off on learning and development budgets. We should ask "What difference is required?", "What will participants do differently?" and "How will we know?" Once we have these answers we can then support the overall development needs of the organisation and individual team members.

"ROI does not necessarily need to follow a strict formula that takes too much effort, time and money. We also need to remember that ROI is not just about money, bottom line profit or cost savings; demonstrating value to the business can be shown in many other ways.

"One of the most effective ways of evaluating the ROI of a learning and development initiative is by monitoring the change in, and the impact that the training has had on the individual. If learning is aligned to business goals and strategies then it should produce a measurable return, such as increased customer service levels or shorter delivery times."

Time Constraints

Once we have demonstrated a suitable return, finding time availability is the next critical factor when it comes to designing learning and development intervention, but accommodating training schedules becomes

increasingly difficult especially as our teams shrink but tasks and outputs stay the same.

With this in mind traditional training methods may not always offer the best solutions and organisations should look to integrate or adopt alternative blended learning methods.

David Taylor, comments: "We need to make the most of our time, so adopting focused, integrated and versatile development programmes is crucial. This can be done by combining traditional training and delivery methods with interactive approaches such as open space activities, mentoring and web-based learning.

"Coaching, for example, is a very powerful tool. Research proves that coaching is one of the most effective forms of learning and also one of the most flexible, whether you look to deliver coaching on a one-to-one basis, over the telephone, through video telephony or using internet technology such as Skype."

Make It About The People

The effects of the recession are placing increasing pressure on our leaders, managers and front-line teams, whether this is having to deliver the same high quality products and services with fewer team members or dealing with the effects of merging teams and clashing cultures.

As budget cuts take effect, uncertainty prevails and brings with it scrutiny and low morale as everything is monitored and justified, from how much Sellotape is used through to whether replacing paid staff with volunteers is feasible or simply the only option.

Leaders and managers need emotional intelligence, the confidence and the skills to help their organisation to survive; they need the ability to deal with the effects that this uncertainty has on individuals throughout the organisation.

Those adopting a survival strategy will find little room for dealing with the emotional effects that this will have on colleagues and in turn how this will impact upon their

performance. Under pressure care and empathy is often suppressed as those in senior positions prepare to be 'tough'.

David Taylor offers the following as a definition of Emotional Intelligence "The intelligence of feeling: our ability to understand and express our emotional aspects effectively and creatively so we can use them to take positive actions and make positive communications."

This is emphasised in recent research conducted by the CIPD and detailed in the 'Employee Outlook, emerging from the downturn', Winter 2010, which states that "...employees' attitudes to senior managers should ring the alarm bells for employers. Only about a third of employees say they trust or have confidence in their senior managers and just a quarter agree their organisation's directors consult them about important decisions."

Frozen in Our Roles

Albert Einstein once said: "We can't solve problems by using the same kind of thinking we used when we created them."

This too can be said about our systems and processes. Our teams need to look at and adopt new ways of working; this requires support and often the need to adopt new skill sets.

Michelle comments: "Adopting new ways of working often requires a shift in mindset towards changes in working practices; managers need the knowledge and skills to support individuals through this and individual team members need to feel equipped to manage and cope with the proposed change.

"The library sector is a prime example of how change is impacting on systems and processes as RFID technology is embraced and a more proactive approach to customer care is adopted.

"We have worked with a number of libraries to devise learning and development programmes that lead and support teams through the change process and equip individuals with the skills needed to deliver a modern, personalised, customer centred library service. For frontline teams it was about addressing fears, helping them adapt to the new ways of working and the culture of a modern library service."

The Right Support

Getting the right return from learning and development often depends on choosing the right training provider. With few barriers to entry, those choosing external support should start by identifying prospects who are members of institutions such as the Chartered Institute of Personnel Development (CIPD) or the British Institute for Learning and Development (BILD); taking these routes can save valuable time and offer a degree of assurance that the said practitioner has the right skills, attitude and experience to deliver.

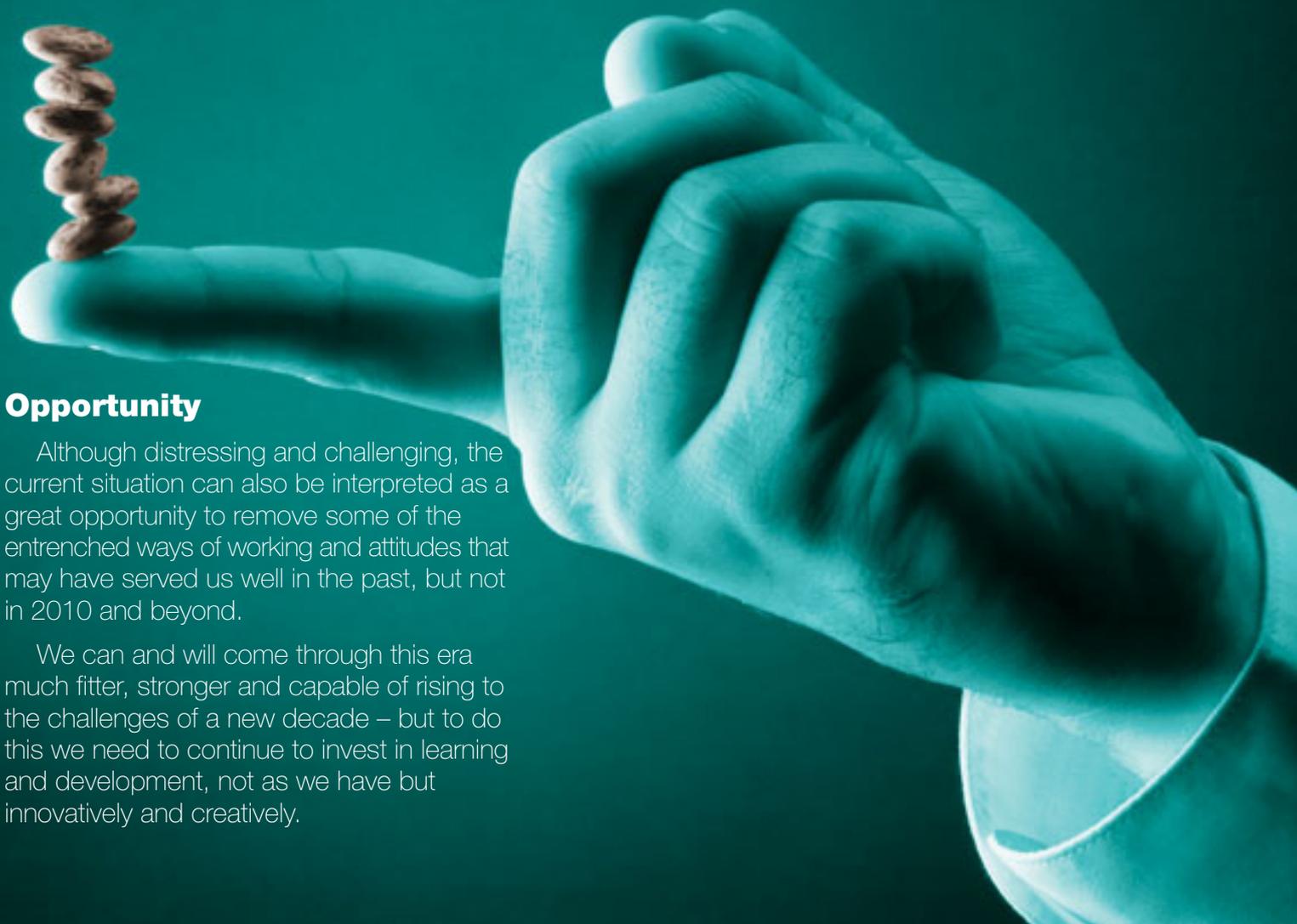
Other key tips for choosing the right training provider include:

1. Meet the training facilitators – not just the salesperson.
2. Make sure they understand and have suitable experience of your sector and the challenges you face.
3. Find out what steps the practitioner will take and has taken to understand your business.
4. Make sure any programme is supported by clear aims, objectives and measures for evaluation.
5. Check whether providers are quality assured and if they write their own material.

Opportunity

Although distressing and challenging, the current situation can also be interpreted as a great opportunity to remove some of the entrenched ways of working and attitudes that may have served us well in the past, but not in 2010 and beyond.

We can and will come through this era much fitter, stronger and capable of rising to the challenges of a new decade – but to do this we need to continue to invest in learning and development, not as we have but innovatively and creatively.



David in the Spotlight

Here's a snapshot of our very own Jigsaw@work® facilitator, David Taylor, as he wowed the crowds at HRD 2010.

David, who believes that learning happens best when mind, body and neurology are aligned and engaged, gave an insightful and informative talk entitled 'Zen and the Art of Mindless Learning'.

Using examples from his own experience from around the world, David showed how creative and innovative learning opportunities can help businesses and organisations to support their capacity to manage change and develop, even in the current challenging economic climate.

If you missed the talk, but would like to find out why a 'beginner's mind' can be a more powerful space than the 'expert mind' and why it's important to take creative approaches to learning and living, check out David's blog at our website at www.jigsawatwork.com.



Dates:	Theme	Location
5th October	<i>Managing People</i>	London
14th October	<i>Introduction of Self Service and New Ways of Working For Library & Information Service</i>	Manchester
26th October	<i>Managing People</i>	Leeds
4th November	<i>Dealing with Difficult and Challenging Behaviours</i>	London
9th November	<i>Dealing with Difficult and Challenging Behaviours</i>	Leeds
3rd December	<i>Managing a Contracting Service</i>	London
6th December	<i>Doing More With Less – Business Process Improvement</i>	London
10th December	<i>Managing Volunteers</i>	London
6th January 2011	<i>Introduction of Self Service and New Ways of Working For Library & Information Service</i>	London
11th January	<i>Managing Volunteers</i>	Leeds
14th January	<i>Managing a Contracting Service</i>	Edinburgh
18th January	<i>Doing More With Less</i>	Glasgow

Investment £245.00 + VAT.



Receive a 15% discount on your booking simply quote jigsaw04

Further information

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Open Workshops

Due to the success of our Open Workshop programme we have introduced new dates and workshop topics to our winter schedule.

The Open Workshops, which focus on providing solutions to real workplace issues include:

Managing People – aimed at first time managers who are looking for ways of motivating and engaging their teams during these challenging times.

Introduction of Self Service and New Ways of Working – specifically for the Library & Information Service.

Dealing with Difficult and Challenging Behaviours – offering tools and techniques to effectively manage challenging behaviours in the workplace and to control situations assertively to avoid them escalating.

Managing a Contracting Service - looks at the psychological issues for managers and team members, addresses some of the key issues that managers will have to confront and deal with in their role as managers of a "contracting" service.

Doing More With Less, Business Process Improvement - identify ways of making the most of the limited resources to deliver customer centric services.

Managing Volunteers - as more public services begin to be delivered by volunteers local authorities must be prepared for the challenges of integrating volunteers into a reducing paid workforce.