CIPD

HIDDEN INSIGHTS®
For positive change from within

CIPD Sussex Branch

Tuesday 10th January 2017 – 18.30 – 20.30
Main Hall, City College Brighton and Hove, Pelham St, Brighton BN1 4FA

Boosting engagement and productivity with positive deviance

How leaders can harness the hidden abilities and diversity of their teams to deliver big changes from small differences – within the same resources or less.

This interactive workshop shows how leaders can uncover and harness hidden "treasure" in your organisation, to do more with less. We will introduce a simple process and underlying principles, that liberate latent skills and effective behaviours.

We'll share a couple of the key tools and take you through some case studies. These will show how, by turning traditional thinking about the role of leaders on its head, you can exceed expectations of performance, create sustainable performance improvements and an engaged workforce.

The catch? You will need to be open to the idea that your staff may know more than you do, and have hidden solutions that even they don't know about. The payoff? Breakthroughs in culture and mind-set, lower resistance to change, improved productivity and engagement, tough problems solved. How to capitalise? – learn a facilitative way of leading within clear boundaries and principles. It even works with teenagers…..

"The challenge to our performance management system could have been really negative – instead, people approached how to make it work in a positive and constructive way, without a design change, and won the respect of the European Leadership Team." Richard Crookes, European Training Manager, Otsuka Pharmaceuticals.

"Hidden Insights® has made a fundamental and lasting change to the culture of our staff and their attitude to our customers. We've been able to work within reduced funding, tenants are taking the initiative, and people have responded positively to the challenge." – Robert Hollingsworth and Sandra Farmer, Cambridge City Homes.

Facilitator: Jane Lewis
Case study: Julie Tidbury, Project Manager, West Sussex County Council

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Jane Lewis, BA(hons), MSc, FRSA, MCIPD, CMC, MIC

Jane has practised as a change agent for over 25 years, in both the public and private sectors, initially with KPMG, BDO and then in her own company Woodward Lewis LLP.

She learned about positive deviance (PD) on the Oxford Saïd Business School/HEC Paris joint master's programme, Consulting and Coaching for Change. She was trained by its co-founders, Jerry and Monique Sternin, and has continued to evolve the approach.

Jane has increased the range of applications of PD in a developed world environment – for staff engagement, productivity improvement, collaboration across silos and for organisation and service design. She and her team have added to the repertoire of facilitation, measurement and coaching tools and techniques to create Hidden Insights - a simple, rigorous, yet versatile way of changing mind-sets and improving performance.

Jane and her team have delivered training to leaders, quality specialists, learning and development managers, community developers, occupational psychologists, masters' programmes and mothers facilitating community groups. She has written articles and book chapters on positive deviance and has hosted two major conferences on the topic at Saïd Business School, University of Oxford.

Julie Tidbury

Julie is an experienced Youth Worker, project manager and leader, who has developed new services and won funding in austerity climate. Having attended a Hidden Insights® workshop because her manager wasn't available, she quickly grasped the concepts and saw their relevance to redesigning the service and changing the culture of her team.

Julie shares how she used three key Hidden Insights questions to understand clearly what would really help young people, redesign the service, get the right partners and recruit and manage an effective team. She used the Hidden Insights principle of having both stories and data to create a business case for funding and won £3m to fund the early intervention emotional wellbeing service in West Sussex over 3 years.