



A CHANGE FOR THE BETTER?

According to research by the Chartered Institute of Personnel and Development, fewer than 90% of organisations that re-organise themselves met their stated objectives.

Change happens on a daily basis in business, but managing that change effectively to ensure minimum disruption and achieve the initial goal, will always be a challenge. When change is managed effectively, it can increase competitive edge and productivity, however, when the process is badly managed, employees can be left feeling deflated and de-motivated and the negative impact can be huge.

The pace of change is accelerating in both personal and organisational environments. Understanding the effect of personal transition is vital if strategic change is to be effective and to empower individuals rather than to sap morale and reduce motivation.

Director, Amanda Pearce-Burton comments, "At Formation, we help people manage change in their organisation, by acting as consultants and professional advisors, facilitating and supporting their team, helping them become more effective. We provide tailored training programmes that give managers and other staff support to reflect on their response to change and a chance to consider strategies that they can use to support themselves and others through transition.

Our knowledge of change management processes and techniques across a number of sectors (particularly in the public sector) make us well qualified and enable us to approach our work with a high degree of objectivity. Our clients have told us that we provide clear answers to their problems and practical plans that give them confidence to embark on new ideas and implement new techniques.

Examples of work we have supported include; staff perception surveys, training in managing change effectively, facilitating meetings, coaching for team leaders during periods of change and supporting the development of practical action plans.

Drawing on both international research and our own extensive work in this area, there is a considerable body of knowledge about the most effective ways of implementing and managing change programmes.

Although there are likely to be a number of specific and important nuances which relate to different sectoral and cultural contexts, it is our view (and our experience) that there are four factors which typically feature in bringing about effective and sustainable organisational and process change".

Four Factors, which bring about effective and sustainable change, are:

1. **Improvements** need to take place at all levels in an organisation, including improvements in the interrelationships between each level. For example, it is not possible to fix a problem or improve a process at one level, without considering and addressing the consequences of change in the other levels.

2. There must be a **desire** for change and the conditions for change must be right. For instance, if team members think that the change is solely in the interests of senior management or other agencies, then it is likely to fail.

3. The **benefits** of change must be seen as worthwhile, given the effort involved to bring about change. This is especially the case where team members have a high degree of autonomy and need convincing that this will lead to improvements for their area of responsibility, their colleagues or customers, and that it will not damage those relationships. This is particularly important in instances where time and effort have been invested in developing strong relationships, and even more so, if they are difficult to approach or engage with.

4. Effective change management depends on the **engagement** of team members, how they take part and what they think and do. Our experience shows us that until the key participants start engaging actively in the change process, they won't understand it and it will not have the expected impact.



TAKING EARLY YEARS PROFESSIONALS TO THE NEXT LEVEL



Almost two years ago Early Years Professional status was introduced to the early years sector in a bid to continue to transform the life chances of children. Two years on, there are already over 2,000 early years practitioners who have achieved the EYP status and many more registered as candidates. The real key to transformation now rests with the impact the EYPs can make in their settings and beyond.

The challenge now is to take the successful EYP graduates to the next level and to support them in their roles. One of the requirements for the status is that an EYP is not only an effective practitioner, but is also able to lead and support others. So for a status which has become so well established so quickly, what next? Where does it go from here and how will EYPs remain motivated and continue learning?

Because of our deep understanding of the EYP project and our training expertise, we have developed a 3 day programme to support EYPs with leadership and management training.

'The Effective EYP' course pulls together different aspects of the EYP role. The course also trained newly-qualified EYPs on techniques and strategies to make their role more effective, as well as enhancing their ability to work effectively alongside colleagues.

The Effective EYP



Putting the pieces of the jigsaw together

Formation designed the course after being asked to provide training for local EYPs, to further equip them to take on their role as change agents in the early years sector.

The request came because of the detailed knowledge Formation has of the programme, having designed the assessment process for CWDC and having responsibility for national moderation.

We have recently delivered a three day course for Derby City Council. Su Wall, team leader in Childcare Outcomes and Quality at Derby City Council, says: "The thinking behind running the course was to help EYPs move forward, challenge nursery owners and the way the centre runs, whilst at the same time ensuring high standards of care are maintained for the children.

"The EYPs on the course were a real mix, from centre owners and managers to children's centre teachers and regional managers of a big chain to a senior nursery nurse. The aim was to empower them so they felt they had the tools to take their status as an EYP to the next level.

"The difficulty facing EYPs is how do you manage change when you're not the boss? It's hard to manage someone who is not a direct report and if the centre owner is stifling and an EYP has to go through various layers of management, then it becomes almost impossible.

"This is where a course like this comes into its own. It offers those on the course the tools they need to challenge the system and give them the confidence that is so often lacking."

To find out more about our Effective EYP Programme, call us on 0115 952 4864

Focus on..... Carrie Blake

Find out more about a member of our team...

Job Title

Project Account Manager

Career

After graduating with a BA (Hons) in English Literature and Performing Arts from De Montfort University in 2001, Carrie worked for a firm of Solicitors as a Conveyancing Associate, having her own client caseload of re-mortgages and residential sales and purchases. The transferable skills she gained there proved useful when she moved to Nottingham and decided to change career paths, especially having worked in a deadline driven environment! Carrie joined Formation as a Project Administrator in 2007 and soon worked her way up to be a Project Account Manager, where the skills she gained in her previous roles were put to good use!

Role at Formation

Carrie has the day to day responsibility for the running of projects and is the first point of contact for our clients. She ensures that project delivery meets agreed timeframes and that deadlines are met. She also co-ordinates the office based administrative support.

Spare time

Carrie loves watching live music and visiting the theatre in her spare time. She's also currently getting to grips with her sewing machine and making wire jewellery!

Carrie's top tip

"Dare to be honest and fear no labour" - Robert Burns.

Carrie likes working at Formation because...

"it's great to be part of an organisation that believes making a difference is paramount."



Helping you deal with difficult times ahead



The coming year will present some difficult challenges for us all. At a time when organisations are considering reducing spend on staff development, it is now more important than ever to insure that any training you commission is highly practical and offers staff an opportunity to implement new techniques and ideas back in the workplace. In spring 2009, we will be running a series of courses based in Leeds, London and Leicester, which will focus on giving you and your team the skills you need to help you in these difficult times. Many people lose sight of their objectives during times of recession, but the real challenge is to optimise the use of your major assets; your people, customers and suppliers, making the most of every opportunity.

The subject areas of the courses are:

Managing Change

In these ever changing times this course will equip you with the skills you need to deal effectively with change

Coaching

This course will give you some practical steps of how to coach others through difficult periods and times of change

Managing Difficult Behaviour

In times of uncertainty this gives the participant a chance to learn how to deal with difficult behaviour and achieve win-win situations

If you would like to find out more about these courses, please call Lindsey Newman-Wood on, 0115 952 4864 or email: lindsey.nw@formationpeople.co.uk

We've moved

We've now moved from our offices on the High Street, to new larger premises in The Byron Centre, located on the Market Place in Hucknall, to accommodate our growing team.

Managing Director Amanda Pearce-Burton, says: "We've always been based in Hucknall and within the last 10 years have built important links with local organisations and feel part of the community, hence the decision to stay local.

The new offices will officially be opened in the spring next year.

Don't forget to update our details on your database.

Our new contact details are:

Formation Training & Development Ltd,
The Byron Centre, Ogle Street, Hucknall, Nottinghamshire.
NG15 7FS. Telephone: 0115 952 4864



CHAMBER WINNERS

Chamber
Awards 2008



We're proud to announce that we've been named East Midlands regional winners of the 'Excellence in People Development Award' from the Chamber of Commerce.

Winning is a fantastic recognition for the whole team and our commitment to making sure we're an organisation where everyone is valued and able to fulfill their potential.

Photo from left to right; Steve Charles, Director of Business Services from the Chamber of Commerce and Lindsey Newman-Wood, Marketing Manager.



Did you know that..... according to Building Research Energy Conservation Support Unit (BRECSU), by turning your thermostat down by 1° centigrade, you could cut your fuel bills by 10%!

Formation.

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Giving and receiving feedback

Giving and receiving feedback is an essential life skill that enables us to reflect on our own behaviour, as well as to develop our skills in response to comments from others. Useful feedback should be constructive. This doesn't mean that it all has to be positive. Feedback should provide specific information that allows the recipient to change their behaviour accordingly, rather than offering vague comments relating to things that they are unable to alter. Negative criticism can only help in this way if it provides the recipient with information on how things can be improved and why it would help.

Some key points for giving feedback are:

- **Start** with the positive encouragement, but don't use falsehoods or fake flattery:

"I was impressed with your presentation and I could really tell how much thought and preparation had gone into it, but I do feel that if you smiled a little more at the audience, it would help you appear less nervous and make it easier to deliver."

- **Don't** just criticise - offer an alternative:

"I felt a little intimidated by having your desk between us whilst we were discussing my project ideas. Perhaps we could meet in the coffee area next time?"

- **Don't** refer to elements of behaviour that the recipient cannot change or improve. The following would be a poor piece of feedback and would **not** help the recipient:

"I don't really think your voice was right for presenting that speech."

- **Take responsibility** for the feedback you are giving to someone:

"I feel that..." rather than "people think that".

Some key points to remember when you are receiving feedback from someone else are:

- **Listen** to what is being said.
- **Don't** become defensive and rush to justify the behaviour about which you are being offered feedback.
- **Thank** the person offering feedback for their comments. You could also ask them for suggestions on how to modify the areas about which they are talking. It can be useful to **check** the feedback with other people whose opinions you trust.
- **Consider** what you can do to improve, change or develop the area about which you have received feedback.

If you need expert advice on how to help your organisation with effective feedback or communication, call us on 0115 9524864.