

developing people

winter 2007

Roffey Park's newsletter for managers and developers

Why Facilitate?

Making better business decisions in a complex, chaotic and diverse world

Can Public Sector organisations rise to the challenge?

Roffey Park's Management Agenda
research for 2008

INCLUDES research@roffeypark

PLUS All the latest programmes and events from Roffey Park

www.roffeypark.com


roffeypark
enlightening people

developing people

winter 2007

From the editor

I'd like to wish you a Happy New Year from us all at Roffey Park. 2008 is set to be another exciting year for us here with the launch of a number of new programmes and events. For those of you with new year resolutions around personal development visit our website or call our team to see if we have something that meets your needs.

January is always a busy month for us at Roffey Park as we publish our annual Management Agenda research, which continues to be important in looking closely at the issues facing organisations today. We have discovered a number of new trends this year including the growing dissatisfaction in the public sector:

Finally, if you are visiting us at Roffey Park in the near future be sure to pop into our newly refurbished lounge and bar area. It has had a significant makeover and we are very proud of the new look.



Jo Oliver

Contents

- 1 Management Agenda
- 3 Case study – Fujitsu
- 5 In the Spotlight

- 6 Building effective team-working across cultures
- 7 Implementing diversity and equality strategies that work

- 9 Why facilitate?
- 10 Parklife – Development programmes for individuals
- 11 Parklife – Up and coming events

www.roffeypark.com

Can Public Sector

Roffey Park has just completed its annual Management Agenda research for 2008 and it will make grim reading for Public sector organisations. Ahead of its official publication later this month, report authors Annette Sinclair and Gemma Robertson-Smith give a preview of what the new research tells us about the challenges facing the Public sector.

Roffey Park's Management Agenda research sets out to explore the organisational and personnel challenges facing Private, Not-for-profit and Public sector organisations. This year, it has uncovered a level of discontent and failure to tackle underperformance in the Public sector that should give practitioners in this area some cause for concern.

There are several well-defined areas in which Public sector organisations perform significantly worse than their Private Service sector counterparts. Here, we look at these areas and ask how the Public sector can change for the better in 2008.

Reputation

Board reputation – both internal and external – is critical to achieving employee buy-in and aligning them with wider corporate values. While Private companies enjoy a relatively high reputation with their employees – despite several widely reported high profile corporate scandals – Public sector respondents are the most negative regarding the reputation of their most senior Boards.

Close to half of Public sector respondents rate the internal reputation of the Board as negative or very negative compared to only a quarter in Private Services. Public sector respondents are also the most negative regarding the external reputation of their Boards.

Values

Many organisations have a clear mission and vision statement and commonly these are linked to statements about the values of the organisation. These values may be used as a uniting guide for behaviour and decision-making within the organisation, in line with fundamental beliefs about the way work should be done.

However, Roffey Park's previous Management Agenda research has demonstrated that the stated 'values' of an organisation are frequently seen as little more than a PR exercise. Although this remains to be the case, the latest Management Agenda shows a reduction in cynicism over the past two years, except in the public sector where there is an increase in cynicism.

Performance

As with previous years, underperformance – and dealing with it – remains an issue for organisations; few respondents think it is tackled adequately while a sizeable minority feel it is not tackled at all. Again, the public sector reports markedly poorer results than the others with only 4% of respondents thinking underperformance is tackled very well within their organisations.

organisations rise to the challenge?



Managing change is particularly challenging for the Public sector where 79% of respondents reported it was an issue – almost double the number who reported it as an issue in Private Services.

The clichéd inability of Public sector managers to motivate teams and deal with poor performance appears to reflect reality.

Having said that, the Public sector scores significantly higher when it comes to work-life balance.

Office politics

It is a long acknowledged fact that internal politics can have a negative effect on morale and performance but the Management Agenda shows that this problem is much more entrenched in the Public sector: Around three quarters of respondents from the Public sector say political behaviour has increased in their organisation in recent years, compared to half of those from the Private Services.

In addition, over half of Public sector respondents report that political behaviour is one of the main factors causing conflict within their organisations. The research also shows that competition for resources is a particular cause of conflict in the Public sector.

Challenges ahead

As in the previous four years, the most commonly reported challenge facing organisations is managing change. Managing change is particularly challenging for the Public sector where 79% of respondents reported it was an issue – almost double the number who reported it as an issue in Private Services.

Skills shortages also appear to be a particular challenge in the Public sector; with 10% more reports than in Private Service firms. This perhaps relates to the aging workforce which stood out as most challenging for the Public sector – over three times as many respondents quoted it as an issue than those in the Private sector. Unsurprisingly, the external political environment is a significant factor for most Public sector respondents, over five times as many of them cited it as an issue compared to their Private sector counterparts.

Conclusion

There are clearly some challenges ahead for the Public sector, but what else can we read from this, at times, unflattering account from the people at the front line? Is the Public sector genuinely plagued with internal politics, poor reputation, failures to tackle underperformance and a lack of congruence between real and stated values? And if so, how can this be tackled; are there lessons to be learnt from Private Service and Not-for profit organisations?

The Management Agenda 2008 will be available for purchase and download from 22 January 2008.

 www.roffeypark.com/research
 01293 854034
 research@roffeypark.com

Are you being served?

Establishing the definitive HR academy with Fujitsu Services

Background

Fujitsu Services is a leading IT services company with 24,000 employees operating in Europe, Middle East and Africa. It designs, builds and operates IT systems and services for large scale clients in both the public and private sectors. Its business approach is based on establishing long term relationships that builds on success and mutual benefit.

The challenge

It was critical that HR became a more strategic and proactive force within Fujitsu Services, thus adding more commercial value to the business.

People Development Manager, Paula Graham, explains, "We had not invested in HR for a while and a fresh impetus to re-evaluate our position within the company was required. We found that over the preceding years, HR managers were frequently operating beyond their remit and getting involved in projects that were not their responsibility, so we decided to refocus the HR function and adopt a business partnering model that would allow us to re-engage across the company. To work effectively, we needed to better understand the role and purpose of HR in Fujitsu for the future and to develop skills to work more effectively in partnership with the business."

Fujitsu Services already had a number of in-house 'academies' established to train staff across various business units. Paula wanted to ascertain whether a HR Academy would help Fujitsu Services' HR professionals meet the needs of the organisation while equipping HR professionals with the transformational tools and skills needed to ensure best practice and consistency across the organisation.

Meeting the challenge: a partnership approach

Roger Leek, Group Human Resources Director, Fujitsu Services, had worked with Roffey Park previously and his experiences suggested that it would make the ideal partner for a HR Academy project.

"Roffey Park's reputation preceded them," adds Roger. "I've worked with them for over fifteen years and they genuinely understand their customers' business needs. They combine research, thought leadership and their deep experience of their associates with a flexible approach that adapts to our commercial needs. By going the extra mile to understand our business, Roffey Park sets itself apart from the competition." The Roffey Park team spent a considerable amount of time with Roger and Paula to understand the challenges facing Fujitsu's HR department and to develop an Academy that would meet their needs.

The programme: The Fujitsu Services HR Academy Roffey Park recommended six key development needs:

- **The HR Vision** – developing a shared understanding of HR's role and purpose and its strategic relationship with the business units and their commercial objectives.
- **Getting Closer to the Business** – balancing the requirements of the business units and the needs of core services to deliver productivity and efficiency, while learning how to develop HR solutions in tandem with business managers.
- **Benchmarking** – identifying what 'good practice' organisations are doing and benchmarking Fujitsu Services against them.
- **Change Management** – learning how to make large scale and small stage change by a deeper understanding of the change process, the role HR plays and how to manage projects effectively.
- **The HR Toolkit** – providing HR professionals with appropriate tools and an understanding of when to use each tool while recognising the need for innovative ideas and skills in handling conflict resolution specifically.
- **Enabling Line Management** – promoting skills in coaching, facilitation and counselling as well as empathy and building rapport to build stronger relationships with line managers.

These formed the basis of the Academy which takes the form of a two-day residential foundation course, reinforced by ongoing learning sets, and a number of elective courses.

"Working with Roffey Park allowed us to develop a comprehensive but flexible Academy structure that provides a consistent set of skills across the company," adds Paula. "By combining residential courses with peer-supported learning sets and the ability to select specific development areas, we were able to meet the diverse learning requirements of HR professionals throughout the organisation."

After the first year, a far-reaching evaluation of the HR Academy was carried out jointly by Fujitsu and Roffey Park. A web-based survey was conducted across the Fujitsu HR population and was supported by targeted calls and unsolicited feedback.



THE POSSIBILITIES ARE INFINITE



Based on the feedback, Roffey Park streamlined the Academy to focus on six core areas: consultancy skills, managing change, organisational development, influencing and impact, mediation and conflict resolution, and project management.

“The response was entirely positive – the learning sets, in particular, were well received by participants,” explains Roger. “For example, the influencing and impact module has made our HR directors far more commercially aware and thus able to add more value on the ‘front line’”

The results

Roger Leek has been impressed with the results so far: “We evaluate the Academy on an ongoing basis and the response is uniformly positive. People have a far greater awareness of others’ roles and responsibilities combined with a better understanding of the business overall. The learning sets are helping resolve issues and challenges with colleagues and many of them remain in place long after the course is complete. From a strategic perspective, the HR function is more widely respected across the business.”

Perhaps most significantly, the HR Academy is helping the overall business win tenders. Roger explains: “We put HR at the forefront of our bids as a result of the Academy and it is a real differentiator from our competitors. One particular bid which would involve transferring 550 of the customer’s staff to our own payroll was won specifically because we had put so

“The response was entirely positive – the learning sets, in particular, were well received by participants”

much effort into how to induct, integrate and include those people. The Academy played a central role in winning this client over.”

Looking to the future, Roger concludes, “We’re developing the Academy on an organic basis and plan to extend the range of the elective courses to include areas such as advanced mediation and conflict resolution. Furthermore, I’m taking a more global perspective on our HR requirements as so much of our work is becoming international in scope. Roffey Park’s involvement will be critical to how we expand our focus successfully.”

For more information about Roffey Park’s tailored services

W www.roffeypark.com

T 01293 854022

E develop@roffeypark.com

In the Spotlight



Liam Black, Director, Fifteen

Liam Black is Director of Fifteen. Created by Jamie Oliver in 2002, Fifteen exists to inspire disadvantaged young people to believe that they can create great careers for themselves in the restaurant business. Liam is busy growing Fifteen into a global social enterprise brand and Fifteen Amsterdam was opened in December 2004, Cornwall and Melbourne were launched in 2006. He has held several high profile social enterprise leadership positions including one at Liverpool's FRC Group, widely seen as one of the UK's pioneering social businesses. During his time in the city, Liam led in the founding of social businesses such as Bulky Bob's and Create, which have provided livelihoods for hundreds of formerly unemployed people.

FRC and Liam have personally received numerous awards for the growth and diversification of the business and its commitment to a values based culture. Liam is an adviser to the Government on its business and entrepreneur strategies and a founding member of the Social Enterprise Coalition. He was also a founder of the Cat's Pyjamas, which has created and nourished international networks of social business leaders. He is the author of *There's No Business Like Social Business* published in May 2004.

Q What does being a social entrepreneur mean?

A With our 5th anniversary party for 500 people tomorrow night it means lots of hard work and stress! I have been so lucky in my career to be involved in businesses that are seeking a simultaneous financial and social return on investment. Being a social business leader means trying to keep both the commercial and the social agendas in creative tension! What that means at Fifteen is both ensuring that our hundreds of thousands of customers have a great experience and come back, at the same time as enabling young people in need of a second chance to transform their lives.

Q Why does social enterprise matter right now?

A What matters right now in a world scarred by inequality and the scary potential scenarios of climate change are entrepreneurs who are as passionate about addressing these realities as they are about making money. Whatever you want to call it - and social enterprise is one name for it - the truth is that business as usual is not an option for ourselves or our kids.

Liam Black will be speaking at Developing a culture of socially responsible leadership on 15 January at Roffey Park. For more information please visit

W www.roffeypark.com/events

T 01293 854047

Q Is there a difference between being a social enterprise and any other kind of business?

A The main difference is the more complex and diverse range of stakeholders. In restaurants and at our position in the market, the issues are keeping food quality and service brilliant whilst maximising profit. We have all that plus the demands of the apprentices in our midst who come to us with all sorts of dreams, needs, problems, gifts and challenges. Oh, and making sure we keep all our staff bought into the great adventure that is Fifteen.

Q What are the particular challenges of being the CEO of such a high profile business?

A Meeting the very high expectations of so many different people and organisations and going from the micro to the macro so fast. So one moment I'm helping our youth workers deal with an apprentice who's kicking off because something's gone wrong (and the benefits of the anger management counselling haven't appeared yet!!) and the next, deciding where the next Fifteen should be opened.

Q What is your favourite Jamie Oliver recipe?

A The brilliant Moroccan shoulder of lamb and couscous from *Cook With Jamie*. I am not a great cook by any stretch but this recipe has never let me down. I recently cooked it for a big family get together and even the pickiest of my children was moved to compliment me!

Building effective team-working across cultures

Gemma Robertson-Smith
& Annette Sinclair

As organisations seek to expand their business operations and presence beyond the UK to reach markets within different countries, people increasingly find themselves dealing and working with individuals from different national cultures. Our latest survey of nearly 500 managers found that 1 in 2 now work for organisations with international or global markets for their products and services. Perhaps unsurprisingly therefore, we also find that nearly 1 in 3 managers are responsible for a cross-cultural team. Evidence drawn from Roffey Park's research and existing literature suggests that culture can add an additional layer of complexity to team working processes creating additional challenges for managers and team members in their pursuit of team success. Such challenges can include:

- **Misunderstandings as a result of differences in language and preferred communication style**
- **Differing perspectives, cultural norms, priorities and expectations**
- **Increased conflict**
- **Creating an environment where all can contribute and the benefits of diversity can be leveraged**

In collaboration with four large global organisations and drawing upon the experience of cross-cultural managers and team members, Roffey Park have been exploring successful strategies implemented by managers and organisations in their endeavour to promote effective working across cultures and how they seek to overcome the challenges of cross-cultural team working. Initial findings emerging from this research suggest that the focus of any managerial intervention should surround aspects of team relationships, communication, conflict mediation, motivation, appraisal and assessment procedures, ethical standards and cultural awareness.

Build proficiency in cross-cultural communication and raise awareness...

Whilst language training and finding a shared working language can ease some of the communication difficulties experienced by people working cross-culturally, our research suggests that learning about the cultures with whom you are working and finding communication methods that are appropriate can be equally important. Verbal and non-verbal actions can be interpreted quite differently according to culture and shared understanding of what is meant by these actions should not be assumed. Managers should be flexible to the differing communication styles and levels of language ability between team members. They should communicate clearly,

unambiguously, avoid colloquialisms and frequently check members' understanding of what is being said.

Create an environment of clarity and inclusion...

From the outset, the team's visions and goals should be clearly communicated in order to stay focused on achieving them. People from different cultures may have different expectations about the team and rules governing appropriate behaviour. Managers should recognise both how they themselves and their team members like to work and where discrepancies lie. Being explicit about rules and expectations about how the team will work and ensuring shared understanding can help reduce misunderstandings.

Create opportunities for rapport building and mutual learning...

Managers should invest time in developing a good team ethos. Our research has suggested several strategies, which can assist in this development, including facilitating a thorough company induction, spending time at head-office to get a feel of the company and meeting people formally face-to-face. In addition, having regular informal social gatherings (e.g. dinners, drinks, etc) can provide opportunities to build relationships. Managers should encourage members to learn about each other's cultural backgrounds, promoting the benefits of diverse experience and how they can help each other.

Managers need to appreciate that people from different cultures may not think, act or communicate in the same way and therefore have to be flexible to accommodate and make the most of these differences. By regularly reviewing understanding, providing opportunities to build rapport and encouraging cultural appreciation, managers have the potential to minimise some of the potential challenges associated with cross-cultural working and maximise the benefits of the diversity they bring.

The full report of the findings, highlighting practical strategies for the effective management of cross-cultural teams will be published early 2008. For more information about the research and report please contact Gemma Robertson-Smith.

/ii Sinclair, Robertson-Smith, & Hennessy (2008).

The Management Agenda 2008 will be available for purchase and download from 22 January 2008.

- W www.roffeypark.com/research
- T 01293 854034
- E research@roffeypark.com

Implementing diversity and equality strategies that work

Claire McCartney
& Adrian Lock

The issue of diversity and equality is gaining momentum in many UK organisations. This is due to a combination of factors such as increasing legislation, shifting demographics and the current concern to attract the most talented applicants from the widest possible pool.

New research published by Roffey Park looks specifically at how organisations can implement successful diversity and equality strategies. Based on interviews with eight cross-sector organisations, including Royal Mail, Ford Motor Company, Buckinghamshire County Council, Fujitsu, AOL, HBOS, the Crown Prosecution Service and Bedfordshire Police, it provides a number of different organisational insights into how to create and implement strategies that are sustainable, future focused and linked to business objectives. This article, based on the new research, will look at a number of stages involved in implementing a diversity and equality strategy from developing a vision through to measuring and evaluating progress.

1. Developing a vision

Often the biggest challenge of implementing a diversity and equality strategy is knowing where to start. Developing a vision that is meaningful for the organisation and stakeholders is the logical first step in deciding an approach to diversity and equality. This is a particularly important task that can demonstrate the values of inclusion and equality in the very process chosen and the people involved.

Often diversity strategies can experience a backlash from some employees who have trouble relating to their purpose. It is therefore vital to get a shared understanding around diversity and equality and to ensure that the strategy is relevant for every employee. As Donna Halkyard, Diversity Manager at Ford Europe suggests:

“Inclusivity is absolutely key. Making sure that diversity and inclusion is appealing to the whole cross section of the workforce is very important. You need to get everyone

involved and help them to see the what's in it for me, why is this diversity and inclusion stuff relevant to me. How can I benefit and how can the organisation benefit?”

An organisation's vision for diversity and equality typically has a dual focus: staff and customers/service users. But not all organisations have developed both strands. Roffey Park's Diversity and Equality Survey suggests that 76% of organisations have clearly outlined what diversity/equality looks like in practical terms for staff (this figure increases significantly in larger organisations) but fewer (53%) have done the same for customers/clients. Both strands are likely to need attention in most organisations as the war for talent and the multicultural environment in which organisations increasingly operate become difficult to ignore.

2. Taking a strategic and systemic approach

All too often organisations adopt a 'scatter gun' approach to diversity that is not tied in to the organisation's overall strategy and objectives. Policies are introduced but make little difference because they are either not linked with key business objectives or not followed through with actions. Perhaps this is unsurprising because, frequently, little measurement and evaluation of progress is attempted. Research conducted by the Centre for Applied HR Research (2005), found that organisations demonstrated a wide and diverse range of interventions with little overall strategic direction or linkage to the business goals. They were of a short-term nature and were not embedded into the fabric and culture of the organisation. Diversity must therefore be clearly linked to business objectives, as Charlotte Sweeney, Head of Diversity at HBOS suggests: “If it impacts on business priorities and key deliverables there is more chance of sustained change.”

3. Sharing ownership

The role of integrating diversity and equality into the business is far from simple. This is not something that HR or Diversity practitioners can do alone. Influencing the right stakeholders is particularly important as is building up networks inside and outside the organisation. The more people involved the more sustained the work is likely to be.

Mainstreaming diversity and equality into general business strategy is a primary aim for most organisations that show a commitment to the issues, as Stephen Alford, Diversity Manager at Fujitsu suggests: "There should be one co-ordinated action plan – bringing together different departments."

Dean Taylor, at Buckinghamshire County Council suggests that diversity, inclusion and cohesion: "is part and parcel of everyday management so our approach is it's not an add on." He likens it to a stick of rock with diversity distributed at all levels.

If Diversity and Equality strategies are to be successful they need to have senior level leadership, involvement and support. Leaders need to motivate others to be part of the leadership on this subject and see it as part of their personal day-to-day performance. In addition to senior level leadership, organisations need to develop shared accountability. Creating structures such as steering groups and diversity councils that all levels of employees can participate in have been helpful for many.

4. Changing behaviour

In order to make real progress in this area, organisations must move beyond the rhetoric of policies and aim for real behaviour and culture change. Learning and development that is practical, contextualised, directly applicable to individual roles and engages hearts and minds is likely to impact positively on attitudes, beliefs and behaviours. Effective communication and consultation channels and supportive practices and policies (such as diversity awards, flexible working and mentoring) can also help to create an inclusive culture where diversity and equality is seen as relevant to all employees. Our research suggests that good leaders on diversity and equality issues are seen as authentic, congruent, humble and courageous, and organisations should focus on developing and encouraging these characteristics. If they do, some research suggests they will be developing effective leaders per se (Collins 2001; Goffee & Jones 2006).

5. Measurement and evaluation

Measurement is vital in ensuring the success of diversity strategies because 'what gets measured gets done'. This is typically an area that gets missed or is seen to be intangible and difficult to measure. Consequently the link between workplace diversity and financial success is not always immediately apparent, nor is it always linear. (Lockwood: 2005).

However the organisations featured in this research spend a lot of time measuring and evaluating their diversity strategies. Perhaps this is why they have made so much progress in this

area. Measurement can help organisations to drive change, if the techniques used are designed to suit the particular circumstances and contexts (Mulholland, 2006). They use tools such as reviewing and reporting, inspections and audits, performance management, management information and benchmarking with other organisations to measure and evaluate progress. Softer measurements are also important in evaluating initiatives such as seeking staff feedback through focus groups and surveys and finding out how diversity and equality is viewed by managers.

Conclusion

There are strong moral, legal and business cases for focusing on issues of diversity and equality in the workplace. Demographic and societal changes are likely to continue in the future and as organisations move towards more global ways of operating they can no longer afford to 'bury their heads in the sand' on this issue. It is imperative that organisations understand the diverse society in which they operate and the diverse needs of their employees.

Successful diversity and equality strategies therefore should incorporate and continually develop the five areas emphasised in the research guide: developing a vision, taking a strategic approach, sharing ownership, changing behaviour and measuring and evaluating progress.

References

- McCartney, C and Lock, A (2007) Implementing successful diversity and equality strategies Roffey Park
- McCartney, C (2007) Diversity and Equality Survey Results Summary Roffey Park
- Lockwood, N Workplace diversity: leveraging the power of difference for competitive advantage 2005 SHRM Research Quarterly
- McCartney, C (2007) Diversity and Equality Survey Results Roffey Park available from www.roffeypark.com/research
- Mulholland et al (2006) Managing Diversity: Words into actions CIPD
- Goffee, R & Jones, G (2006) Why should anyone be led by you? What it takes to be an authentic leader. (HBS Press)
- Collins, J (2001) – From Good to Great – why some companies make the leap and others don't (Random House)

A new report Diversity and Equality: implementing successful strategies, is now available for purchase and download. A FREE summary of the survey results is also available

W www.roffeypark.com/research
T 01293 854034
E research@roffeypark.com

Why Facilitate?

**James Traeger, Programme Director,
PG Diploma in Facilitation**

How can we make sure that the key moments of truth go well, when key business decisions are made and relationships forged? And how can we do this better in the increasingly complex, chaotic and diverse world that business currently operates in?

It may not be a huge surprise to hear that poor communication costs businesses billions. Of course, we can all identify when we have misunderstood someone with dire consequences. But, rarely do we start to crunch this down to a bit more detail, however it indicates where we may have the opportunity to make a difference; where we can start to offer a more refined and targeted solution to this kind of problem than merely 'improving communication' suggests. And that's where facilitation comes in.

We often find ourselves in a kind of dream where organisations are rational places, in which key billion pound decisions are made on the basis of reason, fact, data and so on. As we know by the reality that meets us in our waking life, organisations are actually intensely political places where people are open to persuasion this way or that. Whether this is good or bad, it is the truth we face. The role of the facilitator comes in many guises on this very stage. It could be that of a project manager bringing together a diverse cross-functional team. It could be the OD consultant, internal or external, brought in to make change happen where there is resistance. It could be the new Director, who was hired to make a difference, who once in post finds that the difference they were brought in to make goes against the grain of what seems to be the very establishment that hired them. Or it could simply be the line manager clearing up the distress of interdepartmental conflict. In all of these cases, beyond the safe world of papers, reports and risk assessments, it comes down to a facilitative ability to make it happen, to lead, cajole, influence, challenge, catalyse, channel

energies, support, value and indeed to know when to step out of the way, let go and even disappear, in the crucial moment, or moments, of group decision-making.

The skill set of the facilitator works at a range of levels in all of these cases. Their role is to tip the balance in the direction of travel of the common good. They can learn how to help 'make things easy', and let's face it; we could all do with someone who can help make things easier at work.

At one level, the facilitator's job is about content. Are we talking about the right things? Are we clear about what is at hand? How often have you been called to a meeting via outlook, compliantly turning up and sitting, chatting amiably but without any commonly agreed sense of why you are there? The facilitator's job is to make sure the content is clearly understood, but then perhaps to step back and allow those with the expertise to work creatively together. This space making is in itself a facilitative skill.

But you may know exactly what the content at hand is and be frustrated that you don't ever seem to get to the point? That is where the facilitator's next level of responsibility comes in; at the level of procedure. At a simple level this may seem just about the ability to chair meetings and this is indeed one important type of facilitation. But it shouldn't be allowed to be the default position. The expert facilitator considers what the right kind of procedure is for the meeting at hand. You can't hear from everyone if there are 150 people in the room, so what kind of procedure do you design for that? How do you design a creative procedure that mirrors a creative product development session?

And finally, what do you do when things get edgy? This is where the facilitator may start to dip their toe into the pool of process. Process is about group dynamics, about unconscious as well as conscious mechanisms that can conspire to sabotage progress. It can be about conflict. It is a murky world, and demands of the facilitator inner as well as outer capacities, of self-awareness, emotional literacy and clarity of mind and being. Working with a group in conflict using self-as-instrument skills is challenging work, but it can be great work. It does however require a considerable depth of learning and practice.





The modern business world, with its complexities and edges, requires this depth of skills ever more so, from a whole range of people in leadership roles. And there are not many places where you can engage in long-term, systematic and pragmatic learning to this end.

But Roffey Park is one of these places, and we now offer not only a tried and tested skills development arena for this work, but also as of June 2008, an accredited process for it, in conjunction with the University of Sussex. Indeed, when our Postgraduate Diploma in Facilitation is launched in June 2008, it will be one of the only University-accredited masters-level qualifications in facilitation available, in the UK and beyond.

As discussed, good facilitation is about a pragmatic and self-aware balance of working, between content, procedure and process. None of these is more important than the other; they all have to be worked at in balance. The post graduate diploma is designed to support the learner through a journey of discovery across all three of these aspects.

At Roffey Park, we are very excited about this PG Dip in Facilitation. It is a unique, learner-focussed and practical programme. It will underpin the essential skills required in the practice of facilitation across all its varied and colourful applications.

Further information about Roffey Park's facilitation programmes; Practical Facilitation Skills, The Art of Facilitation and the new PG Diploma in Facilitation is available from

W www.roffeypark.com
T 01293 854059
E info@roffeypark.com

Parklife

Development Programmes for Individuals

Diary

February

- 6-8 Delivering Strategy and Change
- 18-22 Personal Effectiveness and Power

March

- 3-5 Practical Facilitation Skills
- 5-7 Mastering Self Management
- 10-14 Personal Effectiveness and Power
- 12-14 The OD Practitioner's Programme (Module 3)
- 31-3 Strategic Leadership
- 31-3 Strategic Human Resources

April

- 7-11 Interpersonal Relationships in Organisations
- 14-17 Realising Leadership Potential
- 14-18 The Art of Facilitation
- 21-25 The New Manager
- 22-24 Developing a culture of globally responsible leadership (Module 1)
- 23-25 Core Consultancy Skills
- 28-30 The OD Practitioner's Programme (Module 2)
- 28-2 Personal Effectiveness and Power

May

- 7-9 Delivering Strategy and Change
- 14-16 HR Business Partnering (Module 1)
- 19-21 NEW Performance Coaching for Line Managers
- 19-22 Personal Effectiveness and Power

June

- 9-11 Practical Facilitation Skills
- 20 Realising Leadership Potential (part 2)
- 23-26 Personal Effectiveness and Power
- 25-27 Mastering Self Management
- 30-1 Strategic Human Resources (part 2)

For more information and to book online visit:
www.roffeypark.com/open

Double take

Be prepared to do a double take next time you visit Roffey Park.

We are delighted to have recently renovated our lounge and bar area. The new style is in keeping with the contemporary styling of our reception, conference and bedroom area – so light and bright, modern and practical. It is now an even better area for our participants to break out from their programmes and relax with a coffee, or work on something in smaller groups. Next time you visit, be sure to see for yourself.



New Year Resolution

It is the last chance to come along and find out about Roffey Park's **MSc in People and Organisational Development**. The 2008 programme starts on 4 February and we will be holding the final open event for 2008 start on **9 January**.

Do you want to

- gain a **strategic perspective** on the latest thinking around people and organisational development
- **develop** your analytical and critical thinking skills
- **learn** how to apply theory to your practice and practice to your theory
- develop **how you work** with organisations and people
- **gain** a recognised academic qualification

The Roffey Park MSc in People and Organisational Development is a highly original **innovative** two-year part-time programme. Established since 1991 it has a great track record and attracts people from some of the top organisations in the UK. If you have been thinking about extending your learning and would like to find out more about the Roffey Park MSc visit our website at www.roffeypark.com/msc, or to request a full brochure and book onto our upcoming open event, please contact Sheila Dale on **01293 854045** or email sheila.dale@roffeypark.com

Roffey Park Institute, Forest Road, Horsham,

West Sussex, RH12 4TB, United Kingdom

Tel: +44 (0) 1293 851644 Fax: +44 (0) 1293 851565

www.roffeypark.com Email: info@roffeypark.com

Roffey Park Institute Limited is a Charity, Registered No: 254591

Printed on recycled paper

One-Day Events

Dates for your Diary

- 15 Jan Globally responsible Leadership – making it happen**
This event will draw on the expertise of leading Corporate Responsibility practitioners, case studies of good practice in companies and the experience of the participants attending the event.
- 8 Feb Organisational Development – A one day masterclass with Dr Mee-Yan Cheung-Judge**
The ever popular Mee-Yan returns to Roffey Park for another of her great OD Masterclasses.
- LAST FEW PLACES REMAINING**
- 28 Mar Managing Cross Cultural Teams**
Multicultural teams are common in today's organisations and yet managing such teams successfully remains a challenge. New research by Roffey Park examines the latest thinking on these issues and offers practical solutions for today's busy managers.
- 28 Apr Embodied Leadership**
A one day masterclass with Dr Richard Strozzi-Heckler
Explore leadership from a very different perspective with a nationally known speaker and consultant on leadership and mastery.

All events start at 9.30 and finish at 4.30. Group booking and charity discounts are available.

Visit www.roffeypark.com/events for more information.

To book or for more information on all our programmes and events

W www.roffeypark.com

T 01293 854047

E bookings@roffeypark.com