



Bits and Pieces

Summer 09

Welcome

Welcome to a special show case edition of Bits and Pieces, designed to provide an insight into Jigsaw@work® – its team, products, services and passion for developing people.

Through the next few pages we hope to offer inspiration, touch upon issues affecting learning and development and show how Jigsaw@work® can support you at work and also throughout your life.

Something to Smile About

Michelle McArthur, founding partner of Jigsaw@work®, certainly has something to smile about after receiving her Certified Learning Practitioner (CLP) accreditation.

Awarded by TrainerBase, the Association for Learning Practitioners, CLP is part of the Standard for Learning Practitioners. CLP acknowledges trainers for their experience and expertise and reinforces their ability to provide a first class learning and development service.



Michelle said: "This is a great achievement and one that I am really proud of. It helps me stand out from the competition and demonstrates my passion for people development and maintaining high standards."

A Certified Learning Practitioner (CLP) accreditation is proof of who you are and also assurance of what you can do. Recognition is gained once trainers demonstrate their commitment to ethical practice and provide evidence of competence and behaviours. This is followed by an interview and a learning activity assessment, which is delivered to a group of industry peers.

Unlike many qualifications, which are a snapshot of competency and knowledge at a given point in time, the CLP is ongoing and has to be renewed every two years to ensure skills and knowledge are continually developed.

CLP's are expected to have a personal and professional development plan and are required to provide evidence of ongoing development in order to renew their accreditation.



Feature

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What's New

What's New

New courses from Jigsaw@work®. Pg 8



What's Jigsaw

A Team Approach

At Jigsaw@work® we have a growing team of individuals who are passionate and committed to people and organisational development.

Each role within Jigsaw@work® is crucial to supporting clients, delivering measurable results and ultimately adding value to our customers' organisations. Here we meet a few members of our team and find out why they love the work they do.

Look out for more profiles throughout the newsletter.



Keith Nicholson,
Founding Partner

Role: Responsible for the management of the licensing aspect of the business, overseeing licensing sales of the Jigsaw@work® profiling tool and the development of new licensed tools and products.

Q: What do you love about your current position?

A: I enjoy meeting new people, seeing the places where they work, learning about the culture of their business and the challenges facing their organisation. I am a people person and like to be in amongst the crowds.

Q: What do you enjoy about working within the training sector?

A: I love mentoring individuals and seeing them achieve their BHAGS (Big Hairy Audacious Goals).

Hobby: Being a member of Lions Clubs International, the world's largest service organisation. Some years ago I was highly embarrassed to be stopped whilst dressed as a pantomime 'dame' and presented with the organisation's highest award.

Facts: Keith is possibly one of the oldest people to have been presented with a 'Blue Peter' badge.



Michelle McArthur,
Founding Partner

Role: Responsible for the management and operation of the learning and development consultancy arm of the business. Involving account management, working as lead facilitator on large contracts, designing and developing bespoke learning solutions.

Q: What do you love about your current position?

A: I can be authentic and true to myself, I have total responsibility and control for my destiny.

Q: What do you enjoy about working within the training sector?

A: I enjoy the challenge and thrill of landing new accounts. I love working with individuals and seeing them grow as a person and release their inner potential. I love sharing those moments of realisation, when an individual realises just how talented and gifted they are.

Hobby: My work is my hobby; I just love what I do and can't get enough of it!

Facts: Michelle is a qualified Wine Sommelier.



Helen Mary Brown,
Account Manager

Role: Maintaining current client relationships and contacts whilst enthusiastically exploring and developing new client opportunities.

Q: What do you love about your current position?

A: I enjoy the satisfaction of acquiring new business for the company and the ongoing rapport I have with my existing clients.

Q: What do you enjoy about working within the training sector?

A: Seeing how we enable organisations to communicate with their employees more effectively and passionately.

Hobby: I breed ducks, hens, rabbits aviary birds and spiders!

Facts: In 1981, I successfully beat 500 other competitors in a personality / beauty competition and was crowned - 'Miss Bradford'!



Case Study

Health & Safety Executive (HSE) – Training Course in High Level Influencing Skills For Senior Personnel.

Background

Following the successful design and delivery of a UK wide learning programme for the Health & Safety Executive (HSE), Jigsaw@work® was asked to get involved with a national pilot for a “High Level Influencing” programme for HSE Inspectors.

“Our goal was to design a two day high level influencing skills course for HSE Inspectors, providing knowledge, skills and strategies to effectively persuade and influence senior managers and directors of large and medium sized organisations,” said Michelle McArthur.

The team developed a skills based learning course, which looked at various tools and techniques for influencing senior managers. The Jigsaw@work® framework was used as a basis for understanding human behaviour and influencing people, it also helped to create an interactive and accelerated learning approach rather than a standard classroom style delivery.

In addition Jigsaw@work®:

- Worked closely with the client during the design & development stage of the pilot programme.

- Provided advice and expertise on all matters surrounding the learning experience.
- Organised a high profile Chief Executive from an international thermal engineering company to give an MD’s perspective on how to influence in the boardroom.
- Worked with the client to devise and develop a number of work based scenario’s and case studies, which were used for role play.
- Provided support throughout the day to assist with last minute needs.



Challenges

- One of the biggest challenges in the early days of the contract was to acquire sufficient technical awareness to allow Jigsaw@work® to give specific examples of where the skills and techniques could be used. A lot of time was therefore invested in background research. Jigsaw@work® also requested that a technical expert be present at the first workshop.

Evaluation

- Jigsaw@work® conducted a full evaluation at the end of each workshop, looking specifically at what did and didn’t work from both the facilitators and participants’ perspective, this allowed the team to continually develop the workshop throughout the pilot.

Results

“Following the pilot, Jigsaw@work® was awarded the contract to implement the workshop on a national basis. The interactive accelerated learning techniques used were something quite new to the HSE, but they were very well received.

The programme is now in its second year and its success has led to requests for the design and facilitation of similar programmes for different divisions within the organisation,” concluded Michelle.

Welcome

A warm welcome to Paul Rahman who has joined Jigsaw@work® as Commercial Manager.

Paul will manage the day to day operation of Jigsaw@work® and will be responsible for furthering the development and growth of the business. Managing contacts and tenders, alongside key account management and quality control, will also be part of Paul’s role.

“It’s great to join the team. I am looking forward to growing the business and demonstrating how effective the Jigsaw@work® discovery tool is – it’s simple but so true.

“I joined the business after seeing the team in action – they are passionate and committed to developing people and making a real difference within organisations – I’m proud to be part of that,” said Paul.

Paul, from Mossley in Ashton Under Lyne, is married and has a passion for classic cars and moving home (six times in six years!) – very brave!

Paul Rahman, Commercial Manager

Role: Day to day management of the business, specifically focusing on business development, tenders, managing contacts and accounts as well as quality control.

Q: What do you love about your current position?

A: I’m from the private sector, now I get to understand how the public sector work as well.

Q: What do you enjoy about working within the training sector?

A: I like the fact that we can actually make a difference to people’s working lives. Let’s put it into perspective - it’s not a matter of life and death but we can make the journey smoother and happier.

Hobby: Classic cars.

Facts: Many years ago when I was in the air training corps, as well as flying in planes and helicopters, I also went shooting with rifles and semi automatic weapons, not exactly like Rambo but it was fun, if a little scary.





Jigsaw@work

Case Study

Oxford University – Keble College.

Background

In 2006 Jigsaw@work® designed and delivered a bespoke customer care programme for frontline library staff at Oxford University.

The customer care programme was an instant success and 'sold out' immediately, it also led to a request from Keble College for a team development day for senior managers who were responsible for delivering non-academic support services.

"Our goal was to design a fun, interactive and challenging team building session that created an opportunity to look at both team and individual performance," said Keith Nicholson.

The programme started in January 2008 with a two-day senior management workshop, which was followed up with a one day session. A number of one day team events were also co-ordinated for departmental teams. In addition, Jigsaw@work® also created a number of 20-30 minute activities that could be delivered internally to reinforce learning and embed Jigsaw@work® as an everyday

way of life. The team worked hard to create a partnership with the client, so that they could work through any issues around training and development.

Due to the success of the workshop the team was asked to cascade the Jigsaw@work® framework across all of the departments at the college.

Challenges

The biggest challenge was trying to get college staff together for a workshop, getting them in one place at one time was difficult. Using the Jigsaw@work® framework enabled the team to develop a flexible programme that featured accelerated learning techniques – creating maximum learning in a minimum timeframe. Training was then delivered around the work schedule, sessions would sometimes start at 8:00am and finish at 1:00pm, or start at 3:00pm and finish at 8:00pm, in some instances workshops were even delivered over the weekend.

Results

"Keble College has truly embraced the Jigsaw@work® framework and has embedded it into their culture. Jigsaw@work® is now a second language which is used within the college and has provided team members with a way of understanding their colleagues and why certain projects work well and other's don't.

"Recommendations from the Keble team have led to a number of new and interesting opportunities for the Jigsaw@work® team, in particular bespoke Diversity and Equality workshops for Nuffield and Somerville College," concluded Keith.



"We chose Jigsaw because we felt that their approach was particularly suited to this diverse group of individuals, and also because of the passion that Michelle and Keith clearly bring to their work. What we could not have anticipated was the sheer fun of the two days and the huge boost to the commitment, enthusiasm, pride in the College, respect for colleagues and embracing of a common vision that resulted. The profiling work was never threatening, although we all learned a great deal about our own personalities and those of our colleagues. The coaching in communication was never tedious, although certain important messages came through loud and clear that, if handled differently, might have switched off some participants and been counter-productive. The highly creative exercises challenged and tested us and drove home very valuable lessons without ever risking melt-down."

"In all, it was a hugely positive experience and one that I am very happy to recommend to any senior managers who believe more could be achieved by his or her team if only their energies were better directed."
Roger Boden, College Bursar

Testimonials

"I have known Michelle McArthur for over two years she has delivered a number of workshops for Cambridge Assessment regarding personality styles and their impact on working relationships. Michelle is a pleasure to work with. Her knowledge of her subject is complete and she is able to transfer it to delegates in an enjoyable and non-threatening manner."

Sarah Kivlin, Training & Development Manager, Cambridge Assessment.

"I greatly enjoyed the morning session and feel that the team has benefited from your delivery, enthusiasm and content of the course."

Kim Fisher, Facilities Manager, Dulwich College.

"Useful – especially the value of everyone contributing within the organisation, a simple tool whilst being effective."

Course delegate from Sheffield Galleries & Museums Trust.

"A Jigsaw training day on team building and team dynamics was well received and an enlightening experience for some! Our day was so successful we arranged a follow-up session. The Jigsaw methodology is unthreatening, yet challenges individuals to reflect on their working styles and identifies where changes can be made."

Gail Cotton, Occupational Health Manager, Leicestershire Fire & Rescue Service.

Sue Vogan, Senior Learning Consultant

Role: One of the learning consultants working with Jigsaw@work, designing and delivering training to both the public and private sector clients.

Q: *What do you love about your current position?*

A: Everyday is different.

Q: *What do you enjoy about working within the training sector?*

A: I love the variety of clients and their businesses and the opportunity to develop people's potential.

Hobby: Being a taxi service for the children!

Facts: Sue has been across the San Francisco bridge on a Fire Engine, dressed as a fireman – complete with helmet!



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**What's
Jigsaw**

Leadership in Crisis

The Economic Crisis

by Keith Patching

As the economic world tumbles into deeper and deeper crisis, many people reflect on the failures of leadership in the banking sector, and say, "Never again."

Tighter regulation and controls are promised and better risk management is what is being called for in many sectors. Nobody wants to be accused of making similar kinds of mistakes. Meanwhile, people call for more or better leadership, not noticing that these two reactions cancel each other out.

In practice, most people are actually calling for more management, but naming it "leadership" because it's trendy to do so. But many organisations are culturally alien to true leadership. They are management-oriented through and through, and would be terrified of real leadership if it showed itself.

Many providers of so-called leadership development are often complicit in this rebranding, touting models and methods that purport to develop leaders when, in fact, their programmes stifle leadership and pay homage to the march of management over true leadership.

Leadership is manifested in the exercise of discretion. If there is a genuine choice to make, and in so far as there is scope for discretion, then we are in the realm of leadership. If there are policies, processes, regulations and rules to be skillfully applied, then we are in the realm of management.

If leadership fails us, should we, as is being promised in the financial sector, remove as much discretion as possible from those in charge, and replace their faulty discretion with greater and tighter controls? Or is there another way? I think there is, but first let us look at the almost inexorable march of management, and consider the pros and cons of the current belief that the only safe way forward is to control our 'leaders'.

The Dominance of Management

Since Frederick Taylor's pioneering work in the management of organisations, great strides have been made in designing and developing effective and efficient ways of organising the efforts of people to produce results. Both practical and academic education teach managers many truly effective lessons in how to marshal resources for the benefit of everyone, from customers and shareholders to employees.



Few people are able, intuitively, to know how to meet all of the complex demands of being a manager. So marketing strategies, financial and information systems, and many more aids to doing the managerial job have been vital elements in the growth of businesses and public sector institutions that deliver value and wealth to the community.

It is also the fallibility of people who manage that provides the rationale for such things as appraisal and reward systems: to take out the inherent subjectivity from how we evaluate and judge the performance of people working for us. Good management makes things fair.

Fairness and impartiality are an essential foundation for the service that many organisations are charged with delivering. But even the best systems and processes have their faults and weaknesses. Despite our best efforts, it seems difficult to legislate for everything.

A few years ago, when unused to people's valiant efforts to do just that – legislate for everything – I came across a wonderfully brave attempt. Taking time out between interviews in an obscure arm of the Home Office, I wandered into a staff coffee room. Pinned to a notice board was a paper clip holding a piece of string, from which hung an exercise book. Next to the book was a notice that told people that, should they spill anything in the room, they were to clean it up as best they could and record the spillage in the exercise book for the cleaners to attend to when they came on

shift. Not even spilled coffee was beyond the scope of management and its systems!

Despite this attention to almost everything, the already highly-regulated public sector has its own crises. Failures in child protection in Haringey, failures in basic health provision in Staffordshire, and other headline cases run parallel with the global banking crisis in the private sector, and produce the same reactions. What we need is more leadership, but what we are getting is more management.

There is nothing inherently wrong with good management. Indeed, without good management institutions in both the public and private sectors would descend quickly into chaos. But it is the very impossibility of legislating for everything that makes the survival of leadership, and the capabilities of effective leaders so vital.

In the absence of a policy or a set of governing rules, managers are forced back on their judgement and asked to exercise discretion. Are they prepared for this?

The Exercise of Discretion is a Skill

Crises such as those referred to above, in both the private and public sector, tend to suggest that there are people in senior roles whose judgement is not as good as it could be. To avoid such crises in the future, should we give less and less scope for the exercise of discretion, and introduce policies for everything – including spilled coffee?

Or could we do more to develop, at all levels of management from the decision-makers of today to those of tomorrow,

the skills and the capability necessary to exercise discretion effectively? This would be true leadership development.

Leadership Development

Management development does not develop leaders. Indeed, much of it militates against the development of leaders, as its aim is to train managers how to work within predefined systems, policies and processes, removing the need for discretionary decision-making, and potentially blunting managers' capability to lead.

But developing leaders is a risky business, because, unlike the development of managers, you cannot start from the premise that there are behaviours that are right or wrong – or even from a leadership competency model. Leadership does not manifest itself in the emulation of a set of predetermined behaviours, in the following of a blueprint. Following is not leading.

Leadership starts with the leader. His or her character and values are the foundations from which he or she can, with integrity and honesty, make decisions, exercise discretion and take action. Leaders are neither right nor wrong. They are, when effective, influential and persuasive, and they create the environment in which their decisions work. They work because, believing in their leaders, those who follow them make sure that they work.

If there are aspects of what an organisation does that can be regulated, covering every eventuality, those aspects are best served through policies, procedures, and by management. Those aspects that demand judgement and discretion require leadership. If the organisation's leaders are good managers but unskilled and inexperienced at being leaders, then there will be problems.

How to Suppress Leadership

Although not a scientific formula, there is a rule of thumb that states that for everything in an organisation for which there is a policy, that is one more barrier to effective leadership.

There is another: every target that a manager is set makes meeting that target more important than the exercise of judgement about what is best in any given situation. Patients left outside hospitals in ambulances so that the right number of admissions can be recorded to meet the guidelines or targets are a painful reminder of how common sense (or leadership, since so much of leadership is just that) is sacrificed on the altar of "good" management: following procedures and meeting targets.

In their well-meaning efforts to ensure fairness and equality, and to reduce risk, legislators have created a culture that is hostile to leadership. People in senior roles are highly effective in following rules, citing policy, being good corporate citizens. But many of them have had little or no opportunity in their working lives to develop the art of leadership. And those who develop those arts outside the workplace, find little opportunity to bring these capabilities to work with them.

Why is There so Little Real Leadership Development?

Anyone asking for help with leadership development will do well to consider that doing so in honesty means taking two closely related risks.

The first is that, if the development their leaders receive is true leadership development, and not management development in disguise, then those who emerge from it will not behave like clones of each other, but will act as individuals, using their discretion according to their beliefs and characters, and breaking a few rules as they go.

The second is that these individuals will be the initiators of a demand for a change of culture – from the culture of trying to legislate for everything, to one of initiative, creativity and constructive conflict. Leadership development, real leadership development,

is dangerous. Without it, the world will be a more stable, more predictable place.

Until the next crisis. Caused because there was no policy in place to deal with it. And precipitated because no-one in authority had the leadership skills to deal with it.

Do You Have the Courage and Skills to Offer True Leadership Development?

Providing leadership development is not simply doing management development at a more senior level. It is a fundamentally

different activity demanding of leadership developers both the courage and skills to get under the skin of potential leaders, to help them get to know themselves, and to help build the integrity that means leading with integrity.

This integrity means that leaders do not pay lip-service to a set of dreamed up 'corporate values', but act in

accordance with what they truly believe in. There is a fundamental link between a leader's character, values and strategy that means that true leaders are more like signposts than weather cocks. Weather cocks turn with the wind of public opinion, seeking to lead people by finding out where they want to go and trying to please them. Signposts remain constant, pointing in the direction of the leader's values.

Now Here's The Tricky Bit.

The senior people in your organisation may have their signposts pointing in different directions. In fact, most organisations are like this. Few are run by people whose values are as 'shared' as management theory would like them to be. Do you turn a blind eye to this and advocate the production of 'values statements'? Or do you take on the challenge of enabling this disparate set of values, attitudes, styles, characters and personalities to develop an effective cohesion based on the inherent diversity of a group of unique individuals?

Caveat emptor. Real leadership development is difficult and risky. Make sure you are ready for it and that the people you ask to deliver it really do know leadership and can effectively help to deliver it.

In their well-meaning efforts to ensure fairness and equality, and to reduce risk, legislators have created a culture that is hostile to leadership.



Keith Patching is a coach and Director of Leadership and Organisational Development. He is creator of the LCS™ Academy profiling tool and a key member of the Jigsaw@work® leadership team where he designs and delivers leadership development programmes. Keith, a published author, is also a visiting fellow at Cranfield School of Management, where he previously held the post of Director of the Management Development Unit; here he worked on hundreds of uniquely tailored leadership and management development programmes over a period of twenty years.



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**Check
this out**

TrainerBase A Home For Trainers

Co-ordinating training can sometimes be a complicated process - making sure qualifications and experiences match requirements, finding a trainer or venue and checking references can be timely.

In early 2002 TrainerBase was established with a view to supporting freelance and independent trainers, courseware developers and training advisors; in addition to helping any organisation to find a trainer, venue or course FREE of charge.

TrainerBase is now The Association for Learning Practitioners, and actively engages

with organisations looking for learning and development professionals and promotes the standards of Certified Learning Practitioners. It now has more than 5,500 registered users.

Michelle McArthur, a founding member, has supported TrainerBase as it has grown into a simple yet effective online resource that offers personal, promotional, operational and commercial support as well as certification to members.

Michelle said: "TrainerBase is about promoting success by offering a strong infrastructure of resources for trainers. The Association, through its standard, promotes ethical behaviour and maintains codes of conduct – helping all of its members to retain high standards and ultimately build and grow their business.



"Originally just an online database it has now developed into a hub of information for those passionate about delivering training and developing the industry."

To find out how TrainerBase is helping businesses to find trainers and trainers to find business visit: www.trainerbase.co.uk.

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**What's
New**

Overseas Partners

After a very successful launch within the UK training market the Jigsaw@work®

discovery tool began turning heads across the globe. Specifically Tecom, a government owned facilities management company in Dubai, became the first overseas licensor in 2007.

Researching the market

Ahead of the first Jigsaw@work® accreditation programme to the Tecom team, Jigsaw@work® carried out a market research project into the feasibility of the Gulf States as a market for the Jigsaw@work® discovery tool.

Supported by EMRS (Export Market Research Scheme) the research project proved productive. On their first visit to Dubai Michelle and Keith met with training providers, potential clients and government agencies.

The team also met their future business partners Richard and Anne Jeffries of PeoplePlus, a Dubai based learning consultancy that shared a passion for people and organisational development.

Partnership

In January 2009, after working with Jigsaw@work® for two years, PeoplePlus became master licensors for the whole of the Gulf Region, marking the beginning of a long term partnership.

Keith comments: "Our research demonstrated that The Gulf States and the Far East were hungry for new and innovative tools – this created an ideal opportunity for the Jigsaw@work® discovery tool; its tactile, fun and participative qualities were ideally suited to the market place and learning styles.

"Our biggest challenge was to find a team who we believed could deliver Jigsaw@work®, making use of its full potential and who would ultimately assist with growing the business. We certainly found this and much more in Richard and Anne from PeoplePlus."

Current client's in Dubai include Showtime (Satellite TV Company), Abu Dhabi Tourism Authority, Du (the second UAE telecommunications network), Six Construct (Belgian Construction Company) and Hilton Hotels.

What's Next?

The vision for Jigsaw@work® in the Middle and Far East is to become a leading brand of discovery tools. Translation plans into Arabic are scheduled and expansion into Ireland, Northern, Central and Eastern Europe are underway. Jigsaw@work® is set to become a truly global offering.



Sian Mathews,
Senior Leadership Consultant

Role: Designing, developing and delivering leadership programmes.

Q: *What do you love about your current position?*

A: Working with my clients.

Q: *What do you enjoy about working within the training sector?*

A: Learning is a passion, I enjoy making a difference for individuals and organisations.

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**What's
Jigsaw**



Bite Sized Workshops.

In response to requests from clients and in light of the current economic climate Jigsaw@work® has introduced a number of two and three hour workshop programmes. Subjects covered include:

- ✦ Time Management
- ✦ Creativity in the Workplace
- ✦ Communication
- ✦ Diversity
- ✦ Managing Self
- ✦ Change Management

"Delivering the same programme two or three times a day and allowing staff to be released for short periods, instead of for a full day, is a cost effective way of helping our clients to continually develop their teams. Recently we have read many stories about organisations who let their talent go in the last downturn, only to struggle once the market returned. Luckily most organisations realise the importance of continuing to invest in their staff regardless of market conditions, understanding that this will help them to be in a much stronger position when the economy begins to grow," commented Keith Nicholson.

Difficult Behaviours

is the focus of a new activity and development programme launched by Jigsaw@work®. The team has identified nine types of difficult behaviour that individuals display and find hard to deal with in the workplace.

For more information email discovery@jigsawatwork.com



The programme considers the key drivers behind each type of behaviour and helps participants to develop their own strategy for dealing with each one. Moving delegates from the emotional part of their brain to the rational side enables an adult to adult conversation, ultimately helping them to deal with difficult behaviour.

The activity is ideal for customer service or managing the behaviour of colleagues and team members.

Diversity Awareness. Are you sick of dry, boring, legislation based diversity awareness training? Why not try the fun, interactive and activity based approach from Jigsaw@work®! It's engaging and offers a real sense of the importance of equality and diversity in the workplace.

"I was dreading coming on yet another legislative programme, but I found the workshop to be enjoyable and thought provoking. It made me challenge my assumptions." Sous Chef, Oxford University.

Whole Brain Approach to Surviving the Recession. Now more than ever the need for a whole brain approach is becoming apparent to organisations large and small. Working through a period of recession is a new experience for many people and maximising employee engagement when morale, motivation and confidence is low, is not easy. The Jigsaw@work® whole brain approach provides organisations with the knowledge and skills to beat back the recession and emerge in a much stronger position than before. Participants consider the four key areas of TAKING ACTION, INNOVATION, COLLABORATION and CONTROL.

Taster Days

Do you like what you have read regarding Jigsaw@work®?

Would you like to find out how the Jigsaw@work® tool can support your business and help you get the best value from you and your teams?

Then why not take part in a taster day? Scheduled throughout the year at key locations across the UK, Jigsaw@work® taster days offer an insight into the relationship between perceptions and behaviours.

Lindsey Davies, from Open Communications said: "I have taken part in a couple of profiling exercises in the past but nothing prepared me for the impact of the Jigsaw@work® taster day and discovery tool. It's hard to believe that such a simple process can have such a profound effect – I felt like someone had switched the light on. So many things made sense, from understanding why I sometimes experience conflict with colleagues through to recognising how I can improve performance by understanding my own and other people's profiles."

The full day event is tailored to facilitate self discovery. Interactive exercises help participants to explore their thinking styles, brain dominances and each attendee completes a very insightful, personal brain profile.

As an overview Jigsaw@work® taster days will demonstrate how whole brain communication can be applied within the organisation to improve service delivery, communication, individuals and team performance, leadership, motivation, relationship building and much more.

Taster days cost just £95 + VAT per delegate. Participants will also receive a £95 voucher that can be redeemed against the purchase of a Jigsaw@work® product or development programme.

Contact us for more details.

A Discovery Tool for the 21st Century

- ✦ Discover personal strengths and preferences
- ✦ Learn about the impact of behaviour upon others
- ✦ Overcome barriers to teamwork
- ✦ Resolve conflict
- ✦ Improve communications
- ✦ Respect individuality

Don't just take our word for how good it is, experience it first hand, come along to one of our 2009 taster days

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|---------------------|----------------------------|
| 4th June - Reading | 11th September - Wakefield |
| 12th June - Harlow | 30th October Birmingham |
| 2nd July - Chiswick | 11th December - Watford |

Further information

discovery@jigsawatwork.com
or
+44 (0)1924 864444

Jigsaw@work®
The Chippendale Suite, Nostell Estate,
Nostell, Wakefield, WF4 1AB

www.jigsawatwork.com