



Bits and Pieces

Third Edition

Welcome

Welcome to Bits and Pieces, the newsletter which will take you on a brief journey into the world of Jigsaw@work®.

Across the pages we will offer you examples of our products and services, provide useful tips and informative articles that will support the role of anyone involved in learning and development.

Are You Ready?

Last year we spoke of reduced budgets, cost effective training options and our goal of helping our clients to achieve more with less. 2010 is no different.

In 2009 we saw an increase in the merging of teams, departments and organisations. Smaller teams have left people struggling to meet deadlines and targets, this combined with reduced budgets ultimately results in limited time for training and development.

Organisations need to be even more agile and responsive to the ever-changing needs and demands required to survive in a turbulent economic climate.

As organisations and teams merge, restructure and downsize, new and often smaller teams of people are thrown together, often with diverse backgrounds and different ways of working. So, is it any surprise that the effectiveness of the

team, and the competitiveness of the organisation, does not fulfil expectations?

Our passion is developing people and helping organisations to understand that if they are to survive and thrive they need to ensure that their people are equipped for the future by investing in the development of their staff.

Jigsaw@work® learning and development programmes provide flexible learning opportunities, through bite-sized learning, virtual workshops and e-learning programmes. We support staff at all levels of an organisation to develop new ways of working, reconcile values and focus within the team, communicate effectively, respond creatively and innovatively to changing business needs and have a renewed energy and sense of purpose.

We're ready to achieve more with less – are you?

Find out more about our blended learning, turn to page two for more information.



Change

It's All About the People. Pg 5

Blended Learning

Maximising Training Potential. Pg 2



What's Jigsaw

Blended Learning

We speak to Michelle McArthur about the Jigsaw@work approach to Blended Learning.

What do we mean by blended learning?

Wikipedia refers to 'a mixing of different learning environments'. At Jigsaw we use a number of techniques in our sessions which equate to 'blended learning' including telephone coaching, one-to-one coaching, open space activities and mentoring. In response to the current economic environment we have also introduced web based learning allowing for the introduction of virtual workshops, giving companies the option to choose what method best suits their working practices. In its simplest sense our blended learning focuses on combining traditional face-to-face delivery with online learning and development.

What are the benefits of blended learning?

There are a number of benefits for the facilitator, the programme delegates and the organisation as a whole. For participants, they have the ability to access learning and development beyond the course, helping them to develop their knowledge further

Service With a Smile!

Keith Nicholson

Founding Partner

We all understand the importance of good customer service, but do we acknowledge the importance of rewarding GREAT service?

Great service should be rewarded and recognised, organisations get what they

whilst getting additional support to apply their new skills into the workplace. This in turn offers added value to the organisation.

For facilitators blended learning offers the ability to deliver flexible programmes and maximise the time available for experiential and practice-based training. It's also a further tool for aligning learning with business and personal goals, development plans and competency frameworks.

How will online learning engage with the delegate?

The online element of any programme will still offer the interactive elements that you find in face-to-face training, but through a different medium. A wide variety of interactive tools will be used to deliver engaging and effective learning. When designing online modules it is important to ask "How would I deliver this in the classroom?" and then design a similar online activity to facilitate the learning, just as you would in a face-to-face situation.

As part of our consultation with an organisation, we discuss the most appropriate method(s) of delivery, taking into account the needs of both the participants and the organisation. It is at this point that we can discuss if it would be better to facilitate the training in a workshop environment or whether a blended approach, using a shorter workshop session but additional learning elements, would be a more appropriate delivery vehicle.

Our programmes

Due to the current economic climate, we noticed a dramatic increase in the demand for learning programmes, to support individuals and organisations through the downsizing and restructuring processes, which many organisations are finding necessary in order to make cost savings.

Over the last 18 months we have worked in both public and private sector organisations, designing blended learning programmes to help Managers and team members become more creative and innovative in their approach enabling them to respond rapidly to the changing demands which are placed upon them. Our programmes include:

- ✦ Leading through Change
- ✦ The Manager as Coach
- ✦ Creativity at Work
- ✦ New Ways of Working
- ✦ Organisational Agility
- ✦ Enabling Service Excellence
- ✦ Maximising Productivity

For further information or to discuss your organisations needs, please contact Jigsaw@work on tel. 01924 864444

Jigsaw Overseas

Despite negative publicity around Dubai and the Middle East market and the challenge of tightening training budgets, the Jigsaw Discovery Tool continues to thrive with big name clients licensing the Tool.

By the end of this summer the Jigsaw Discovery Tool will also be ready for roll out in Arabic, not just as a simple translation but a full interpretation. Indications are that demand will be strong following tests with a number of different nationality groups.

Dubai Drydocks became licensed to deliver the Jigsaw Discovery Tool late last year and they have incorporated it into their 'Teamship Leadership Development Program' in the UAE, with the prospect of further roll out to their SE Asian drydocks in 2011.

In another interesting development Dubai Petroleum has also secured a license. Now Jigsaw Discovery Tool workshops are a regular event on oil production platforms offshore in the Arabian Gulf.

reward! In other words if you reward and recognise your people for their service provision, they are more likely to deliver GREAT service.

Find out what your team members value most and use this as a reward.

You may be surprised, for many employees the chance of finishing work a couple of hours earlier when they are going out somewhere special can be a highly coveted reward.

Top Tips



Case Study

Keble College Oxford

Keble College – Focus on Communication

Keble College is one of the largest of the constituent colleges of the University of Oxford. Founded in 1870 Keble College is committed to making an Oxford education more widely available, maintaining the highest possible standards of teaching, learning and research. In addition to its academic function, Keble College also hosts conferences outside of term time and promotes the 'Oxford Experience,' offering bed and breakfast accommodation to visitors of the city.

Background

The Keble team deliver a number of non-academic support services to manage its many facets and meet the needs of a diverse customer base. Many of the senior managers responsible for delivering these services, which range from accounts through to property maintenance, have been in their roles for many years.

In 2008 Jigsaw@work® were invited to develop a team training day to support those holding senior posts in non-academic services. Centred on communication, the programme's goal was to identify and address any problems in a fun and informative manner.

Design

Jigsaw@work® set about developing a one day programme that would be delivered to a team of 10 senior managers off site.

Understanding the diverse mix of delegates Jigsaw@work® incorporated fun activities with tools and techniques that delivered learning around:

- ✚ Increasing self awareness, strengths, under-strengths and behaviours.
- ✚ Understanding the impact of their behaviours and communication upon their colleagues and team members.
- ✚ Developing effective communication skills through acknowledging the preferred style of communication by others and accommodating their needs, whilst motivating and encouraging positive action.



Marie Ruffle, HR Manager from Keble College said: "Jigsaw@work® demonstrated a clear understanding of our needs and presented an interesting mix of tools that would deliver an exciting team building event, whilst addressing our needs for improving the communication between departments."

Outcome

Using the Jigsaw Discovery Tool and other learning techniques, delegates were guided through their personal journey of self discovery. Delegates looked at perception and how it impacts on workplace situations and relationships, personal characteristics and strengths, irritants and communication styles.

Marie continued: "During the one-day programme we saw an awakening in some people as behaviour and actions began to make sense. There was a genuine appreciation of others as team members understood more about themselves and their colleagues."

"Individuals realised why colleagues act in a certain way, why certain situations had gone wrong and what they could do to create positive change."

Sustainability

To create a sustainable programme and reinforce the key learning points around improving communication, Jigsaw@work® designed several activities that were delivered by Marie at monthly team meetings.

"We didn't anticipate the sheer fun of the training and the huge boost to the commitment, enthusiasm, pride in the College, respect for colleagues and embracing of a common vision that resulted. The highly creative exercises challenged and tested us and drove home very valuable lessons without ever risking melt-down."
Roger Boden

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Change – It's All About the People

by David Taylor, Senior Learning Consultant

Adopting a change culture is no longer an option for organisations, it's a necessity for businesses looking to remain competitive, retain talent, support growth and ultimately survive. But when planning, implementing and managing a change initiative what steps can we take to adopt a sustainable solution?

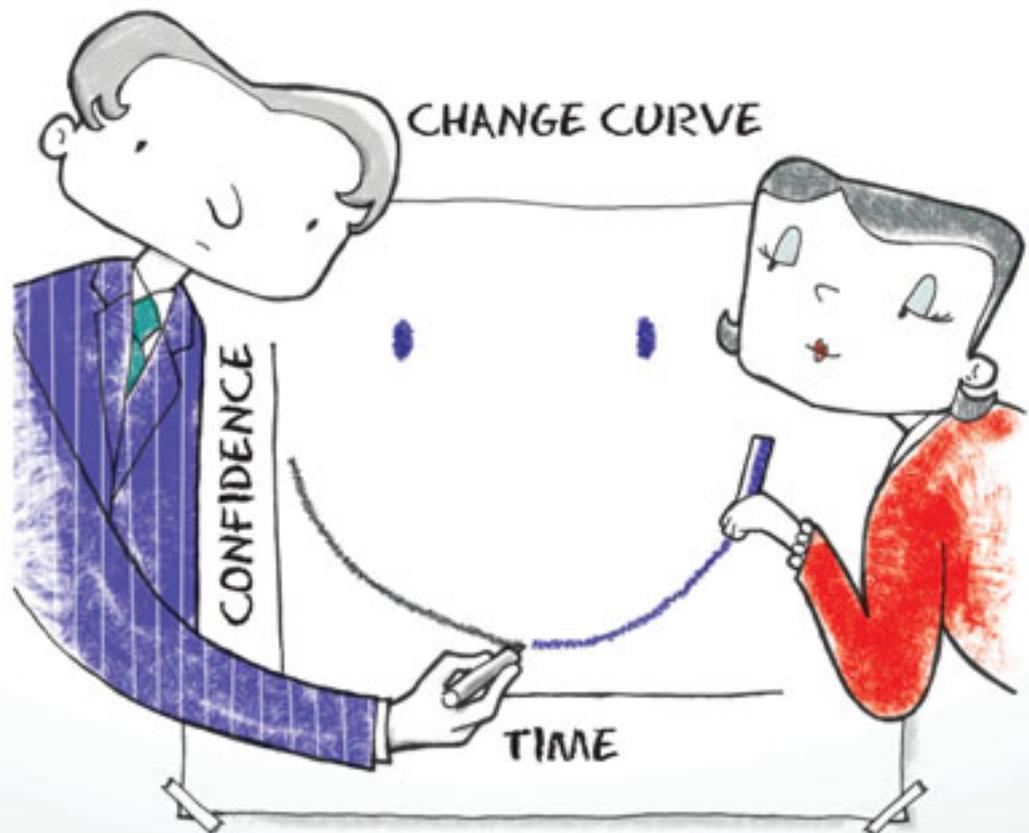
We catch up with the Jigsaw@work team to get their thoughts on change. We look at how motivation is used in change management and offer useful tips to support individuals and organisations through change initiatives.

David Taylor, Senior Learning Consultant at Jigsaw@work comments: "There are a whole range of theories and models around change management. Each theory offers its own solution to sustainable change and many adopt a logical and sequential approach, which in many instances leads projects to fail or to only be partially successful.

"Change isn't logical and no one solution will suit every organisation. Change is complex, full of contradiction and paradox because it includes the "business ecosystem". This is the organisational environment, people's vision and values and their beliefs about themselves, their organisation and the world in general. Organisations need to create clear, realistic vision about what can be achieved through change and be honest about where support is required."

Ultimately organisations need to use creative approaches to change management and understand the conditions necessary for change. Building on the research by Don Beck and Chris Cowan we can identify six conditions necessary for change; key "musts" in change processes:

1. People will not change unless they appreciate a pressing need to do so.
2. People need to have the will, ability and potential to make whatever changes are necessary.



Remember

All effective change comes from within people; leaders in organisations need to create the kind of environments which support people in change.

All levels of the organisation need to be involved in the change.

3. People need to have some idea about why there is a problem and what alternatives exist to do things differently.
4. People need to know how current problems can be resolved so they can move onto new challenges with confidence.

TIPS

Pilot change projects are a good idea if possible.

Create a group of 'Cultural Agents' who will live the change in every aspect of their own work and will support each other in the process, becoming the change team.

5. People need to know how to deal with resistance to change: resistance may be internal, such as personal fear of the unknown, or external, such as a lack of promotional opportunities.
6. People need to be given support and consolidation so they can learn new skills in a relatively safe environment with plenty of encouragement.

Change Management is all about people, valuing individuality, positively managing people through the change process, communicating and providing the right leadership.

Michelle McArthur, of Jigsaw@work said: "Appreciating the value of individuality within the workplace is crucial to successful change. Managers need to understand how change affects different types of people, the roles each type will play and the support that each individual requires during the change process."

"From having the ability to identify stress indicators, through to anticipating behaviors and reactions, Managers need to improve their skills and have the ability to influence and guide team members during the change process in a positive manner."

So with people at the heart of our change initiatives, does motivation hold the key to sustainable change?

David Taylor comments: "I hear a lot of talk about motivating people at work but the truth is people motivate themselves. Clearly motivation to change is an essential part of change management but some more common approaches, such as relying on the "Carrot and Stick", can be very risky."

"The carrot or the stick relies on change in response to pleasure and/or pain. This view of change believes that we move towards things that attract us (carrots) that we associate with pleasure and move away from those that we associate with pain (sticks).

"We see this situation in organisations every day. Some individuals will be motivated by certain things because they want to achieve a particular outcome, so we find the right 'carrots'. Others are motivated to do something in order to avoid a particular thing or situation, so we find the right sticks.

"This approach should be adopted with caution; ultimately we need to know what constitutes a reward for each individual.

We need to know when and in what contexts people are 'moving towards' or 'moving away'. We also need to consider that if people are trying to move away from a factor that is perceived as a huge threat they can simply shutdown, overwhelmed by the size of the perceived threat."

So when it comes to motivation what do leaders need to know?

1. Know the values and the motivations of each of your team
2. Create an atmosphere of trust
3. Be creative – work out if and how each individual's motives can be satisfied in a work setting
4. Create an environment for positive beliefs and support the confidence of each member of your team
5. Provide appropriate support networks and coaching to help motivation, learning and change
6. Celebrate short term success quickly

Overall no one theory or model will offer the right solution to sustainable change. People should be at the heart of all change initiatives and an individual's needs must be considered at every stage of the change process.

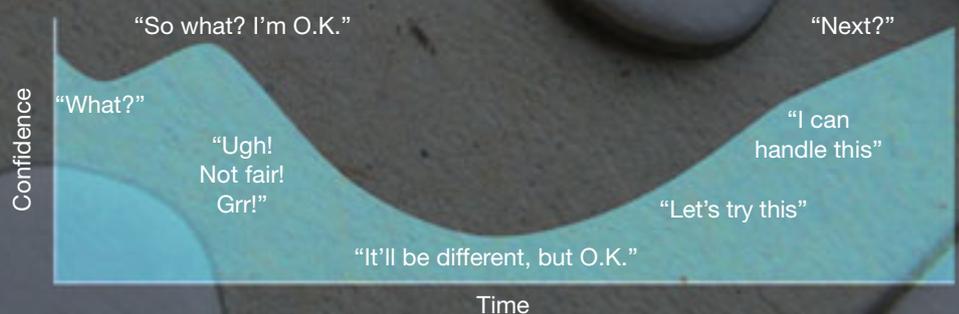
Change, Change, Change.

We can imagine that you are experiencing the impact of change on multiple levels at the moment. It's relatively easy to rationalise change but much harder to sail through it, even if it is a change that you have chosen!

Most of us are familiar with the Transition Curve, a way of recognising and understanding how people actually experience negatively perceived change. What people often forget is that it is important and inevitable to slide down before you can climb back up the curve.

Sliding down the Transition Curve results in lowering of self-confidence and self-esteem. So go out of your way to boost your confidence and self-esteem – defend yourself, protect yourself and fortify yourself!

The Transition Curve



How?

Well, it depends upon your own sense of self. Try one of these thoughts and put it into action. Different people find different things work well for them, so don't worry if some of these just don't appeal.

1. Capture an event, moment or experience on paper or screen that exemplifies for you what makes you feel proud of what you have achieved and refer to it daily. Then set yourself a goal that you think could be equally rewarding in the future.
2. Think outside of yourself: do something for someone else and ask those close to you to do something for you.

3. Take time out. Roam a gallery; read; sit on top of a hillock or mountain; paint, write or learn something new; meet people with different perspectives to shed light on your own understandings.
4. Be selfish. Allocate 2 days or even 2 hours for YOU and do something you've never done before. Be daft: giggle, dump the cares and run free. Take the time to recharge your batteries.

Each and every one of these tips can help you get down the curve and back up the other side to sanity again!

Help?

What can organisations do to help people through The Transition Curve? David Taylor outlines some essential tips for leaders:

Give feedback about performance

Challenge assumptions

Define performance indicators

Explain the "big picture" (purpose and benefits of change)

Look for small, early successes

Give people time and space

Encourage positive "health habits" – keep practising new successful behaviours

Give fast feedback about results

Give a sense of ownership by allowing contributions

Encourage open expression of feelings, both positive and negative

Focus on concrete, achievable first steps

Encourage learning & self-development

Sian Mathews, Senior Leadership Consultant

Keith Patching, Director of Leadership and Organisational Development

Top Tips

i
**Check
this out**

Alan Newbury - what's on his book shelf?

YES! 50 secrets from the science of persuasion

by Goldstein, Martin and
Cialdini.

The YES book -
Having read Robert
Cialdini's excellent
book "Influence,



Science and Practice" to create a course based on the book, I was left with a slight feeling of "so what?" - I understood the science of influence but how could it be applied? I was intrigued by this later book as it takes 50 examples from the real world and examines why results from doing small things differently (sometime counter-intuitively) can have a disproportionately significant impact on outcomes. As an avid non-reader, this was a book that I struggled to put down!

SUMO - Shut Up, Move On

by Paul McGee.

The SUMO book - This books stands out amongst the "self help" set because it

is a fantastic mix of very readable and accessible anecdotes (SUMO wisdom), stories and personal reflections from the authors own life. He has been there, done it and worn the tee-shirt! If you want a great example of making the complex simple - read this. I have bought at least 12 copies and given most away; it really helps people to change their lives.



!
**What's
New**

Breaking Through the Barriers to Leadership

We've come across hundreds of potential leaders who can't lead. This is because they have been 'taught' about 'leadership', and the pattern they learn won't work for them.

Successful leaders act with integrity – they are true to themselves and what they believe in. But so often, who they are and what they deeply believe in has got lost in a tide of exhortations about what leadership 'is'. It takes guts to face up to yourself. But unless you do so, you can't lead.

Our Leadership, Character and Strategy (LCS) Personal Assessment is fast becoming one of our most powerful tools in helping aspiring leaders to come clean about themselves and what leadership really means for them. Time and again, people we have worked with have had momentous 'aha!' moments as they realise that they have been suppressing their true selves

beneath 'ought to be' and 'should be' lessons that well-meaning people have thrust upon them.

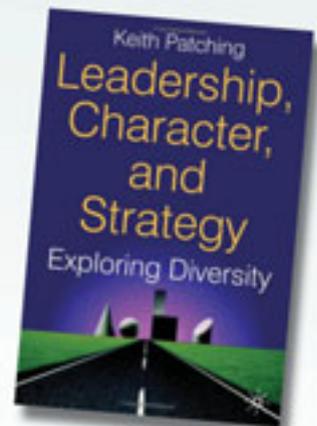
Among the most significant 'aha' moments have been:

- ✚ The Chief Executive who realised that being accommodating was making her seem weak, not consensual
- ✚ The senior manager who actually could see radical new ways of delivering service, and was not just 'wacky'
- ✚ The Country Manager whose key to success was through guiding, not trying to lead from the front
- ✚ The Director who finally stopped trying, ineffectually, to protect people who didn't want protecting but inspiration

Each of these and many, many more have had to do the hardest thing in leadership, and that is truly to get to know themselves. Until then, they had been good managers but poor leaders.

The lesson we have learnt: if you try to develop a strategy for leadership on false foundations people will see through you. Be honest and take the time to know who you are before expecting others to know you well enough to trust you and to follow you.

To read more about LCS, try: Leadership, Character and Strategy, Exploring Diversity, by Keith Patching, Palgrave Macmillan, 2006. ISBN 0230500846



Personal Potential Gym Sue Vogan

Training Partner

Run on that treadmill –
set yourself a challenging target

Get on your bike –
try something totally new

Lift those weights –
stretch your 'communication' muscles

Step into action –
cross train those skills

Weigh in –
read a book about skill improvement

Coach –
work with a colleague to achieve
new heights

Exercise the mind –
read something new

Increase your self awareness –
ask for some feedback

Polish your existing skills –
keep stretching those
'communication' muscles

Try a new approach –
keep at it until you are competent

Aim for your own Olympic Gold –
personally or professionally

Sign up to a daily prompt website –
a new thought for each day

I just love the management pocketbooks for a quick refresh - and would recommend the "Management Models Pocketbook" for that Work Out for Managers.

**Top
Tips**



Graphics Made Easy

Michelle McArthur

Founding Partner

As a facilitator I am always looking for new ideas to incorporate into the learning experience to stimulate the senses.

For example, I provide fresh fruit and mints to stimulate the taste buds. I use Mr. Sketch scented pens



(<http://onlineshop.rnib.org.uk/>) for the sense of smell. I also use Slinky's stress balls and putty to keep the finger



ends stimulated, the brain relaxed and open for business (www.learninggoodies.com).

A couple of years ago I was looking for a more creative way of introducing graphics into the learning when I came across 'Graphics Made Easy' (www.graphicsmadeeasy.co.uk/), a fantastic email course that helps non-artist (just like me!) create some great looking images.

Developed by Penny Pullan and Vanessa Randle, the course is simple and easy to follow and within only a few days I was producing some really great looking flipcharts.

offered to develop skills further, helping anyone to capture and record the learning graphically. What a great reminder of a training day and a wonderful way of keeping the learning alive back in the workplace.



Top Tips

Taster Days

Why don't you find out how Jigsaw@work taster days can provide solutions to your challenges and help you get the best value from you and your teams?

Taster days are a real journey of self discovery; they use the Jigsaw Discovery Tool to offer an insight into the relationship between perceptions and behaviours. They also include workshops designed with a specific learning theme; this means that you can choose your area of interest and focus on real workplace issues and solutions.

Dates:

21st May

11th June

9th July

20th July

5th November

17th December

Theme

Dealing with Difficult & Challenging Behaviours

Leading through Change

Effective Communication

Delivering World Class Service

Developing Effective Teams

Dealing with Difficult & Challenging Behaviours

Location

Wakefield

Central London

Harlow

Reading

Coalville

Watford

Times: 9.45am – 4.00pm (lunch is provided). Investment £95.00 + VAT.

*You will receive a discount voucher to the value of £95.00 +VAT, which can be redeemed against a purchase of Jigsaw@work® product.

Personality Findings

Michelle McArthur received a surprise visitor at last year's World of Learning Exhibition at the NEC – Bill Turnbull from breakfast TV. Findings from his jigsaw – well that would be telling!!!!



Further information

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