



UPDATE

The regular update for the CIPD members in Merseyside, North Cheshire, North Wales and Isle of Man

March 2009

Absent Staff – are you missing out on their skills?

see feature article on page 2

GET
INVOLVED!
Nominations for
branch officers and
committee members.
See insert for
further details

The next person to put together our newsletter could be **YOU**

Let's ask outgoing editor Cathy Blades what the role involves. The role is great fun and not as daunting as people may think.

It's about:

Coordinating and collating articles and event reviews for each edition, giving our members the opportunity to share great information and for our readers to read about current HR issues, publicising branch events, giving our members the chance to meet, learn and network

This role raises your profile and could form part of your own CPD, we publish only 3 issues per year so it doesn't take up too much time.

You'll have the fantastic support of our Administrator, Julie Cotton and Melanie and her team at 'ten' who put it all together! Most importantly **NO EXPERIENCE NECESSARY**, just someone who is well organized.

Sounds Interesting? Contact Cathy Blades 07947 817755 or email: cblades@eef.org.uk

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Letter from the Editor

Dear Member

Welcome to the March 2009 Edition of Update

Thanks to those of you who responded to my plea for articles, you will see the results in this edition.

David has reviewed the successful Branch Planning Event in January and we hope to see you at the next one in June, this time with a full day event with speaker on the Saturday. See the website and the events diary for further details.

On the front page you'll see the vacancy for a new Editor for Update. I have enjoyed my time as editor, but, unfortunately, due to the increased demands of a new role, I need to stand down. Please consider the vacancy and rest assured that I will support anyone who decides they would like to take on this role.

It was agreed at the Branch Planning Event that we would reduce the number of Updates to three per year. So the next edition will be end of August 2009.

Wishing you all the best for a better Spring and Summer this year.

Regards

Cathy



Student Award Evening – STAW Branch

The photo below shows some of the presentations to the successful students of the year from St Helens College, Warrington Collegiate Institute and Halton College. The event was a celebration of success, recognising the hard work carried out by students on both the Professional Development and the Certificate in Personnel Practice Programmes.

We were fortunate to have Phillip Twinberrow from CIPD to demonstrate how to get the most out of the CIPD website. His presentation showed just how much information is available throughout the site.



From our Chair



Happy New Year.

The first issue of 2009 brings with it a lot of interesting features. Our Branch development event in January was very productive and attracted

more members than any of the previous planning events. The feedback from all who attended was very positive and we achieved a great deal in a relatively short space of time. Thanks to everyone who attended and all your valuable contributions.

We have put together a draft programme for the events diary 2009/10, which takes account of the interests and preferences received from members who attended events over the past 12 months. Our aim is to provide a varied and topical programme, with events spread evenly across Chester, Liverpool, North Wales, St Helens & Warrington, to enable members to attend as many events as possible. We also hope to work more closely with the Isle of Man in future to develop a cohesive partnership.

We identified the potential to set up a new Special Interest Group which will focus on Organisational Development. Please read the article in this edition written by Glyn Lumley for details on this exciting development and sign up to benefit from the opportunities this will provide.

We also decided to combine the next planning event in June with a full day event which will include keynote speakers and workshops on HR Strategy and Culture. This should be a prestigious event – look out for details over the next few weeks on the Merseyside Branch page of the CIPD website at www.cipd.co.uk/branch/merseyside

In the meantime, you are most cordially invited to join us at any of the events planned over the next few months. Don't hesitate to contact us if you require any further information on the events that were included in the last edition of "Update". For enquiries or bookings, please visit the Merseyside Branch web page and browse at your leisure.

Finally, congratulations all round to the Branch, as we were featured recently in the publication "People Management". Our Diversity event achieved national recognition and had a near-two page spread in the January edition. Merseyside is coming up in the world, especially in the eyes of the CIPD, and you can be part of this renaissance. Come and join us at an event near you and meet fellow practitioners, who benefit from the opportunity to network and keep abreast of all things HR.

Regards,

Dave James

Absent staff

- are you missing out on their skills?

Workplace absence, injury and ill health are persistent and growing problems affecting many businesses.

In the current economic downturn, employers must utilise resources to the full. If staff are absent, their skills, knowledge and talents are wasted unnecessarily.

The CIPD's 2008 Annual Absence Survey shows the cost of absence to the UK economy is £659 per employee per year. Conversely, the Health and Safety Executive has estimated that for every £1 spent on vocational rehabilitation and return to work services the return is £12. If employers don't support staff to return to work, the cost of recruiting, inducting and training a new employee is in the region of £4,667 increasing to £10,000 for more senior posts. So investing time and money in vocational rehabilitation makes sound financial sense.

Early intervention is crucial. After six months off work, only 50% of people are likely to return to work. Early intervention can also prevent minor issues becoming more serious. An effective return to work plan will include all the factors influencing a person's ability to return to and sustain their job. Besides work issues, these could include housing, finance, mobility needs or personal issues such as lack of confidence or social skills. Some employees will be able to return to their previous role, with little or no adjustments. Others will benefit from specialist assessments to facilitate a successful return to work.

Employers can help to minimise staff absence and its detrimental effects by engaging in practical solutions, including:

- Flexible working hours, part time or job share – perhaps leading to a gradual increase in hours and range of duties
- Home working
- Negotiating time off for counselling or physiotherapy
- Identifying an alternative job role whilst recovering from injury/illness

- Identifying a permanent alternative job role allowing the employee to be retained
- Providing a work-based dyslexia assessment
- Swapping job tasks with a colleague
- Adapting equipment or premises – and accessing appropriate funding
- Arranging ergonomic assessments
- Translating instructions and reference materials into accessible formats
- Job coaching – ideal to support people experiencing difficulty in a new role or those who learn in a different way or at a different pace
- Arranging a mentor, buddy or support worker
- Sourcing and arranging training

In addition, if an employee has been injured at work, genuine attempts to rehabilitate staff by assisting in their recovery can mean they feel less likely to seek compensation.

An organisation seen to be supportive of employees when they have health issues will be seen by other staff as a good employer to work for, instilling loyalty. With personal referral a key way to attract customers being a positive and proactive employer can also lead to also increased business.

Retention Case Study



Debbie's heart is where the home is

45-year-old Debbie Cooper, from Gloucester, has degenerative arthritis of the spine and neck and arthritis in both knees and is a wheelchair user

Debbie works for Futures at Knightstone, the supported housing arm of Knightstone Housing Association. Her job as a tenancy support worker involves visiting vulnerable people in their new homes to settle them in, organising their utility bills and helping with their tenancies and housing benefits. While she coped well with this aspect of the job, she was experiencing problems when working from the main office due to access issues. She also had a high absence record due to pain caused by her health condition.

Debbie's HR department contacted Remploy to assist with the changes and support Debbie and her team leader Stuart Allen needed in improving her attendance at work.

Debbie and Stuart worked with Christine West at Remploy in constructing a plan to optimise Debbie's access to employment. "We agreed to implement some changes in the office layout, such as installing hand rails, providing a rising and lowering desk, an access ramp and a swivel seat for her car. Knightstone agreed for Debbie to do her paperwork from home on a laptop one day a week for a trial period. After an occupational health assessment proved it was successful, she now uses her home as a base on an additional day each week when she is out visiting people," said Christine.

Debbie said: "Now I'm able to work from home, there is less stress about how I am going to get into work. I am able to manage my pain much better and the new equipment I have in the office and at home makes working more comfortable. I am so grateful for the help I received. Without it I wouldn't have been able to stay in my job."

Stuart is very pleased with the outcome, "Debbie's absence from work has dropped significantly, her office working conditions have improved and she is much happier at work."

For more information please visit: www.remploy.co.uk

Remploy

Putting ability first

NOTICE of Annual General Meeting

The Chartered Institute of Personnel and Development Merseyside, North Cheshire, North Wales and Isle of Man Branch

NOTICE IS HEREBY GIVEN that **THE ANNUAL GENERAL MEETING** of The Chartered Institute of Personnel and Development **Merseyside, North Cheshire, North Wales and Isle of Man Branch** will be held on: **Thursday 21st May 2009 6.00pm buffet for a 6.30pm start** at The Ramada Hotel, Whitchurch Road, Chester.

Speaker: Ed Griffin, CIPD Learning, Training and Development Advisor. Ed is a special adviser on OD to the Advisory Group on STF. He is also lending his facilitation skills to the aid of the Shaping the Future (STF) programme.

For more information visit our website

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Events Diary 2009

Book via the website:
www.cipd.co.uk/branch/merseyside/events

APRIL 2009

Branch Committee Meeting – All members welcome

Date: Wednesday 1st
Speaker: N/A
Venue: The Oriel Country House Hotel, St. Asaph, North Wales, LL17 0LW
Time: 6.00 for 6.30pm
Cost: Free Event

Chester Group Committee Meeting

Date: Monday 13th
Speaker: N/A
Venue: Ramada Chester Hotel, Whitchurch Road, Christleton, Chester, CH3 5QL
Time: 6.00pm for 6.30pm
Cost: Free Event. All members welcome.

Introducing Workplace Mediation

Date: Tuesday 21st
Speaker: Clive Lewis, Managing Director, Globis Limited
Venue: To be confirmed
Time: 8:30am for 9:00 Business Breakfast
Cost: To be confirmed
Description: Organisations are being encouraged to seek early resolution of workplace disputes. One of the main tools businesses are encouraged to use is Workplace Mediation. Clive Lewis, a former HR director, is regarded as one of the UK's major thought leaders on the topic of mediation in the workplace.

Leadership Profiling (Joint Event with CMI)

Date: Tuesday 21st
Speaker: Doug Strycharczyk
Venue: EEF, Glazebrook, Warrington, WA3 5BN
Time: 6.30pm for 7.00pm
Cost: Free Event
Description: Doug will share the background to a new leadership profile and will explore how this measure works, how it relates to all existing models and how you can use it to improve your own leadership skills.

Communicating 'Cleanly' Event

Date: Monday 27th
Speaker: Krista Powell Edwards, Humanistics
Venue: Ramada Chester Hotel, Whitchurch Road, Christleton, Chester, CH3 5QL
Time: 6.00pm for 6.30pm
Cost: Free Event
Description: Krista helps individuals and organisations to improve how they communicate and operate so that they are effective and achieve their objectives.

MAY 2009

A.G.M. & Mock Tribunal (North Wales Group)

Date: Tuesday 5th
Speaker: Kate Catherall, Aaron & Partners LLP, Solicitors
Venue: Management Development Centre, Bangor University, College Road, Bangor, Gwynedd, LL57 2DG
Time: Morning Event. Finishing with lunch (Time TBC)
Cost: Fee for members £25 inc vat
Fee for non-members £45 inc vat
Fee for CIPD students £15 inc vat
Description: The day will begin with the North Wales A.G.M. and the event following it will be focused on discrimination/Equal Pay.

A.G.M. & Mock Employment Tribunal (Liverpool Group)

Date: Thursday 7th
Speaker: Haliwells
Venue: Knowsley Hall, Prescot, Merseyside, L34 4AG - TBC
Time: 9.00am – 5.00pm (includes lunch)
Cost: £50 Members
£75 Non-members
£30 Students
Description: This event will cover employer's requirements for the preparation and execution of an employment tribunal concerning disability discrimination and unfair dismissal.

BRANCH PLANNING EVENT

If you read the Chairman's letter on page 1, you would be very aware of how successful January's Branch Planning Event was. As well as the event, we also held a really successful local Upgrading Panel, where 5 upgraded to member and 8 to fellow.

Don't miss the next Planning Event on 19/20th June 2009.
(See events diary and look for details on the web).

Committee members are welcome to attend on the Friday evening and all members are invited to attend on the Saturday.

For more information contact David James on:
0151 722 2258 (h)

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MAY continued

A.G.M. & Managing Difficult Employees and Situations (Chester Group)

Date: Monday 11th
Speaker: Kerstie Skeaping, Partner, Haliwells
Venue: Ramada Chester Hotel, Whitchurch Road, Christleton, Chester, CH3 5QL
Time: 5.45pm - 9.00pm (approximately)
Cost: Free Event

Description: This event aims to highlight practical ways to manage with difficult employee situations by dealing in fact and behaviour - not emotion, advising what policies assist successful management to avoid problems arising in the first place and providing tips for handling some key difficult employees situations.

A.G.M. & Student Event (Isle of Man Group)

Date: Tuesday 12th
Speaker: To be confirmed
Venue: Derby Room, Hilton Hotel, Isle of Man
Time: 5:30pm for 6:00
Cost: Free Event
Description: Isle of Man Group AGM plus trophies to be awarded to CPP students from IOM College and Cullen Scholefield.

Annual General Meeting (STAW Group)

Date: Wednesday 13th
Speaker: N/A
Venue: Daresbury Laboratories, Keckwick Lane, Daresbury, Warrington, WA4 4AD
Time: 6.00pm for 6.30pm
Cost: Free Event

Coaching Special Interest Group Meeting

Date: Thursday 14th
Speaker: To be confirmed
Venue: Ramada Chester Hotel, Christleton, Chester, CH3 5QL
Time: 6.00pm for 6.30pm
Cost: Free to Members.
Non-Members can attend 3 meetings before having to pay.

Branch Annual General Meeting

Date: Thursday 21st
Speaker: Ed Griffin, CIPD Learning, Training and Development Advisor
Venue: Ramada Chester Hotel, Christleton, Chester, CH3 5QL
Time: 6.00pm for 6.30pm
Cost: Free Event

JUNE 2009

Branch Planning Event

Date: Friday 19th & Saturday 20th
Speaker: To be confirmed
Venue: Venue in the Liverpool Area to be confirmed.
Time: Friday 19th from 6.00 p.m.
(Committee Members only)
Saturday 20th from 9.30 a.m. to 1.00 p.m.
(All Members Welcome)
Cost: Free Event

Aligning Strategy and Culture for Survival and Success Event

Date: Friday 19th
Speaker: N/A
Venue: Venue in Liverpool to be confirmed.
Time: 9.30am - 4.00pm
Cost: N/A
Description: A one day workshop for Directors and Senior Managers who want to make their culture and organisation strategy work harder, develop strategies for survival in difficult times, improve their ability to create effective visions to shape future organisational success, increase their personal impact and influence.

JULY 2009

Coaching Special Interest Group Meeting

Date: Monday 13th
Speaker: To be confirmed
Venue: Llyndir Hall Hotel, Rossett, Nr. Wrexham, LL12 0AY
Time: 6.00 for 6.30pm
Cost: Free to Members.
Non-Members can attend 3 meetings before having to pay.

All events are open to members of any grade from any region of CIPD. As we go to press, some events timings etc are not fully confirmed, so please check all events on the website. Please book on to all events via the website - this ensures we can cater for the correct numbers and let the speaker know how many will be there.

Leadership and Management Issues

By Rebekah Ayres

Major change has always been a feature of the public sector. The broad scope of the work of the organisations themselves, plus their political environment and ever-changing political priorities, bring significant pressures. Overnight, organisations can find themselves faced with the challenge of meeting the requirements of different political 'masters', or even the changing requirements of the same political masters! Moreover, they can be charged with successfully delivering those changes in the glare of often intense media interest and scrutiny. Public sector management is definitely not a job for the faint-hearted. Few would argue though that the pressure is not increasing.

There are a number of relatively recent, and significant, factors that fundamentally affect the ability of public sector organisations to deliver excellence in public service. Demographic changes, the increasing community leadership role, and the financial constraints on the public sector (and the increasing drive, and necessity, to 'do more with less') are just three.

For organisations to survive and prosper in the future, they will require a new degree of innovation and flexibility.

Leaders and managers within public sector organisations have a track record of strong and steady focus on consistent functional excellence in service delivery. This requires a concentrated focus on the outputs required for performance management. Inspection regimes and the pressure of intense media interest and scrutiny reinforce that.

But for organisations to prosper in times like these, they will need to think differently about service provision, and to challenge their existing approaches, behaviours, systems, and ways of doing things. For every area of service provision, a clear understanding of the 'result' (the *outcome*, not the *output*) is absolutely key. The focus should be solely on what the result is, or should be, and how best to achieve that (and *who* is best to achieve that). For this, innovation is key, and that requires risk-taking – *managed* risk-taking, but risk-taking nonetheless. Finally, the considerable knowledge that exists within the organisation (often at the front line of service provision) needs to be harnessed.

However, organisations often become more risk averse in this environment, and as the pressures on them increase, so the focus on outputs and avoiding risk increases too. The culture that this creates is incapable of producing an excellent organisation in this changed, and changing, time – and that means that a focus on culture should be high priority for every public sector organisation.

The Right Focus

The leadership team of any organisation is its 'culture engine'. For better or worse, it's the place where culture is shaped and driven. The behaviours and approach of this team cast a shadow over the rest of the organisation. So in times like these, the main focus of development for the leadership team should be centred on an understanding of the challenges that lie ahead, the required organisational response to those challenges (ie what will mean the best chance of survival and success in the future), and how they can play their part in changing the organisation to deliver that success.

The fundamentals of leadership (for example, the ability to motivate, coach and develop team members) have always been, and will always be, very important. What's different, and what is a particular challenge within the public sector, is an understanding of the need to, and having the ability to:

- **Generate and effectively communicate a clear and compelling vision of 'the way this organisation will operate in the future'.** Public sector leaders are very good at articulating structures and systems that will be required in the future, but don't often focus on the changed behaviours and ways of working that will make these 'stick' and enable structure and system change to deliver their intended results.
- **Focus their teams strongly on the result required.** Given that many people enter public service because they want to 'make a difference', you might think that this would be easy! However, the performance management regime that pervades all public sector organisations, and the resultant focus on the delivery of outputs, often obscures the initially intended outcome. Nurses, police officers, and child social workers would all agree with that, and it's often reflected in the tone of mass media coverage of the provision of public services when things 'go wrong'.
- **Engage their teams in innovative service improvement and delivery planning.** Enterprising, even entrepreneurial, thinking is more usually considered to be a private sector approach, and given the risk-averse nature of many public sector organisations, and the media spotlight on service provision, it's difficult to achieve for many. However, there are some excellent examples of enterprising approaches to the provision of public services, which are enabling organisations to save (and make) money and to use those benefits to support improved service provision elsewhere. The ability of leaders to work with their teams to constructively challenge old ways of doing things, and to harness the knowledge and ideas of team members in designing and delivering value-adding services that achieve outcomes with minimal waste, is crucial.

Leadership team competencies should, of course, clearly reflect these requirements and should be the focus for leadership development at a personal level. That means they should be the focus for performance review, and they should be reflected in reward and recognition programmes.



The Difficulties with Leadership Development

There are significant challenges here. As with any change programme, the leaders that are required to lead their organisations in times of significant change are going through that change themselves and will have different responses to it. While many may be invigorated by the challenge and be positive about their ability to change themselves and to support their teams and the organisation in that change, that won't be the case for them all. Public sector organisations need to consider their response to those that are not able or willing to make it.

Leadership teams within public sector organisations are often very big, and very diverse. That's because the organisations themselves are also often very big, and very diverse! Local authorities, for example, can employ town planners, social workers, accountants, and head teachers, and there often exist strong mini-cultures within one overall organisational culture. So, while in any leadership development programme, individual leaders will all have different 'starting' places, within some public sector organisations, these starting places may not even be in the same stadium. With 'skills development' programmes, that's not often a major issue, but with leadership programmes linked to culture change, it's crucial. Programme design must be flexible enough to accommodate vastly different starting points, while supporting leaders to move to the same finishing point.

Organisations with a traditionally hierarchical culture may also struggle to engage a wide enough leadership team in leadership development. The 'best' and most effective leaders of the organisation will not only, or always, be 'at the top' of it and traditionally classed as being in 'the leadership team'. It is important that leadership development is prioritised and led from the top, but the 'top tier' alone will not be able to effect the changes required.

Designing a Leadership Programme

Programme designers shouldn't expect a quick fix! Cultures take a long time to form, and embedded cultures take years to change, no matter how strong the leadership team. It's a long and hard, but very rewarding, journey.

These are just three of the elements that should form part of any leadership development programme.

If an organisation is to address deep-seated behaviours and move its culture to one which will allow it to deliver success in the future, any leadership development programme should focus on **developing the self-awareness of individual leaders**, especially in the context of their behaviour and how it reinforces the existing culture. This is often an uncomfortable experience for leaders and 'how' to do it needs careful consideration.

If you have limited resources **focus the skills development elements** of the programme on those areas which are most likely to **reinforce the culture change** you are trying to achieve (eg. developing political savvy and skills in effective partnership

working, which will be required as agendas and delivery mechanisms change and power bases begin to shift, and how to engage front line team members in creative thinking about service design and delivery).

Finally, be prepared to **treat different leaders differently** and remember that some won't make the journey. Not all of them will be able to change themselves, and some will get in the way of the journey others are trying to make. Consider how to recognise and encourage those that are making progress, and how to deal effectively with those who are not.

Some Questions to Ask...

Three questions to ask yourself:

- Do I have a clear and specific vision for how this organisation needs to look if it's going to prosper in the future?
- Does that vision include behaviours, as well as systems and structures?
- As a leader in this organisation, do I know what I need to do – for myself, and for my team – in order to achieve that vision? Am I ready, willing, and able to play my part?

Three questions to ask of your Leadership Programme:

- Is my Leadership Programme focused strongly on the achievement of the vision, and on enabling my wider leadership team to deliver it?
- Does it address our deep-seated cultural issues where they will get in the way of our achievement of vision (and therefore our future success)?
- Have we established, as part of the programme, how we will recognise those who are developing and enabling our organisation to change, and those who are not?

Rebekah Ayres is a Consultant and Programme & Project Director for large organisational development programmes in the public and private sector. She has facilitated and presented at national conferences and development events, and holds post-graduate qualifications in people management and development, and marketing.



www.cpdopportunity.com

Landscapes, Metaphors and Clean Language

Metaphors are part of everyday speech and yet their use in the arena of training and coaching is relatively new. If you ever listen intently to someone, you can start to hear the metaphors that they are using and also their language patterns. David Grove created 'Clean Language' and he introduced me to the wonderful power and significance of effective listening. Rarely before that moment had I enjoyed such a fascinating conversation! I felt truly listened to and valued; this was also the beginning of me examining my personal language style. It became evident that I was using a lot of words with a similar theme. Part of my personal development was then unlocking this theme and re-establishing my life goals. David was a truly inspirational man, yet you'll need to take my word for it as sadly he is no longer with us.

However, another man of significance in the arena of metaphors who is very much alive and kicking is Simon P Walker, the author of two books, namely 'Leading out of who you are' and 'Leading with nothing to lose'. He developed the Personal Ecology Profile (PEP Lite™) model which is based around you building a landscape of your life. You are asked a series of questions on-line and then gradually build your own distinct personal landscape that is as unique as you are. This, in turn, results in a profile being produced which examines your ways of behaving. An individual can then be coached using his or her personal metaphorical landscape or via their written profile, thus giving both left and right brainers a chance to express themselves!

So where is all this leading, I hear you ask, and how can it relate to me and my working life? Well, there are many applications and here are a few:

1. Coaching. Talking in metaphors and landscapes allows a trainer or coach to unlock the thoughts of a person without them feeling that they are letting their guard down too much. Invariably the issue behind the metaphor is not discussed, although action plans do need an air of reality about them! An example of this was an aspiring musician who really wanted to spend more time composing and singing rather than socialising with friends. As he discussed his large house (from his landscape), he came to this realisation and shifted his behaviour to match his desire. The (metaphorical) gardens had been full of uninvited guests and he felt indebted to entertain them. Yet his coaching showed him how his real desire was to leave them alone and focus instead on the inside of his domain – his backstage space – and begin to write excellent music. This was all discovered by the use of Clean Language questioning techniques about his PEP Lite™ landscape.

2. Away Days. The development of a corporate metaphor is tremendous fun. I particularly love it when Directors discuss their own corporate views and find them miles apart from each other! It's far easier for them to express their differences of opinion in metaphors than in 'normal' conversation. However, a mutual common ground is then sought by the facilitator!

3. Team Building. In a typical working environment, we ask many different types of people to work together, often with scant regard as to their varying personalities. Often, they have the same working aim and yet they may seek to go about their roles in opposing fashions. For example, part of a role may be to meet important dignitaries to discuss specific pre-defined issues. One team member may be right 'out there' in every sense! Such a person would be a typical stereo-type of a salesperson, often portraying characteristics of a strong ego, well-defined boundaries and an expansive world. This person may have great bravado and walk into the meeting ill-prepared and yet with plenty of confidence! Their fellow worker may be more reserved and need to prepare in advance of such a key meeting. This individual would need to spend many hours preparing files and documentation. Their confidence would then come from their 'backstage' rather than 'frontstage' preparation. So there we have it, two people entirely different and yet both effective in different ways in their roles. By specialist teambuilding exercises, they can be taught to think about what they are like 'at their best' and 'under stress'. Invariably, such people would then begin the journey of discovery - that they are able to learn from each other and even meet in the middle! Again, by talking about their own landscapes, this can be done in a very non-threatening way.

Well, I hope that you are now inspired to at least start to seek out metaphors in everyday life!

Jenny Johnson, Chartered FCIPD,
Cert and Dip Coaching, BA (Hons),
MD, Red Rocks Consulting Limited,

www.redrocks.co.uk



Making the most of online journals

We've selected around 350 full-text journals on a wide range of HR, management and training topics to create our online journals collection, available at www.cipd.co.uk/journals. Here are some tips to help you get the best from them.

How to find our online journals

From the CIPD website home page, click the Information Resources link on the left-hand side, then the Online Journals link.

How to search

You can search the content of an individual journal by clicking on its title in the 'Journals by A-Z list' and then click 'Search within this publication' (above the 'All Issues' column).

To search across all available titles on all subjects, first click any title in our A-Z list, and then 'New search' in the blue toolbar at the top of the page – the search page will appear.

To restrict your search to the 350 or so full-text titles that we've selected, click on the box labelled 'Management, HR and Training titles only' on the left-hand side of the search page.

Refining your search

Results by date are shown in reverse chronological order. If you have a large number of hits, you may find it useful to restrict your search by year. To do this, click on the sliding toolbar in 'Limit your results' on the right-hand side and then on 'update results'.

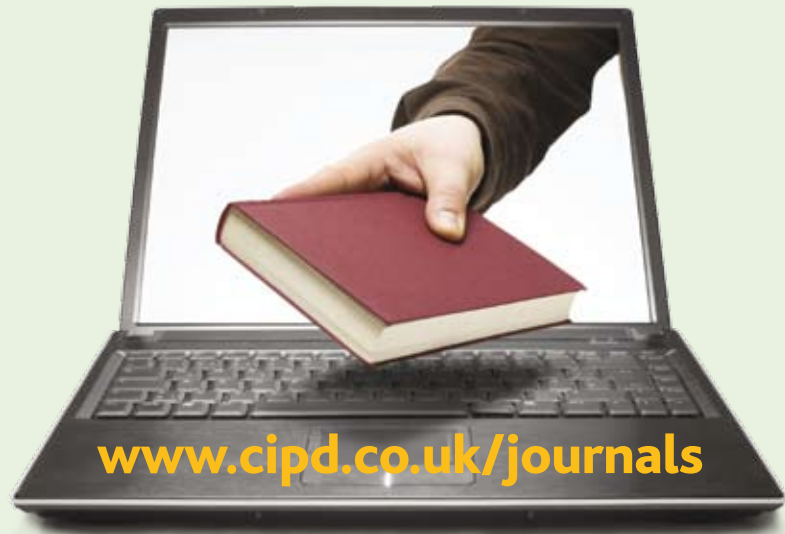
Abstracts

You can read short summaries of articles from the results list if you hover your mouse over the magnifying glass icon at the end of article titles.

Need any more help?

Click Ask-A-Librarian on the blue toolbar or try the short online tutorial about the search at http://support.epnet.com/training/flash_videos/basic_search_corp/basic_search_corp.htm

Alternatively, you can click on 'sort by' to arrange your results by relevance rather than by date. Go to 'Narrow Results by' on the left hand side for further suggestions on making your results more relevant.



How to compile your own database of useful articles

- Firstly you'll need to create an account. You can do this by clicking any journal title in the alphabetical list, then on 'Sign in to My EBSCOhost' on the blue toolbar and finally on 'I'm a new user' to add your details.
- At the end of each article in the results list there's an 'add to folder' link. Once you've registered you can click on these links to add articles to your personal folder. You can also delete articles when you no longer need them.
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Proposal to set up an Organisational Special Interest Group

In the February 2009 edition of 'Impact', the CIPD's Director of Research and Policy - Linda Holbeche - writes "we believe that in today's fast-changing business environment organisational development is becoming critical to business survival, competitive advantage and future success. And yet because many managers and even HR practitioners do not understand what is meant by OD even the basic principles and practices are rarely being applied to best effect, if at all." At a recent Branch Planning Event, we considered this challenge and decided to investigate the appeal in setting up a new Organisational Development Special Interest Group. If launched, the Group would establish its own agenda that could include visiting speakers and discussion/learning sets.

Holbeche's article gives us some questions that the Group could well consider. These include; how do we build a sustainable high-performance organisation in which individual workers take an active part in achieving the required output? How does customer focus become embedded in the organisation's DNA? How will tomorrow's leaders need to be different from today's leaders?

If you would be interested in attending or helping to set up such a Group, please e-mail Glyn Lumley, a member of our North Wales Group Committee, on glyn.lumley@virgin.net

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Contact: Cathy Blades
E-mail: cblades@eef.org.uk
Tel: 07947 817755

Branch Website:

<http://www.cipd.co.uk/branch/merseyside>

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