

CIPD | People Management
Awards 2016



South West HDN Mentoring Programme 2016- 2017

**Wednesday 22nd March 2017
Merlin Housing, Yate**



Introductions and house keeping/ how we will work today

- **Confidential**
- **Trust**
- **Open**
- **Honesty**
- **Respect**
- **Active listening**
- **Participation**
- **Concentration**
- **Nothing is a stupid question**
- **Have a go – try it!**
- **Try something different**
- **Taking responsibility for yourself**
- **Sharing examples**
- **Constructive challenge**
- **Fun**

Mentoring Class Three-Making the most of change

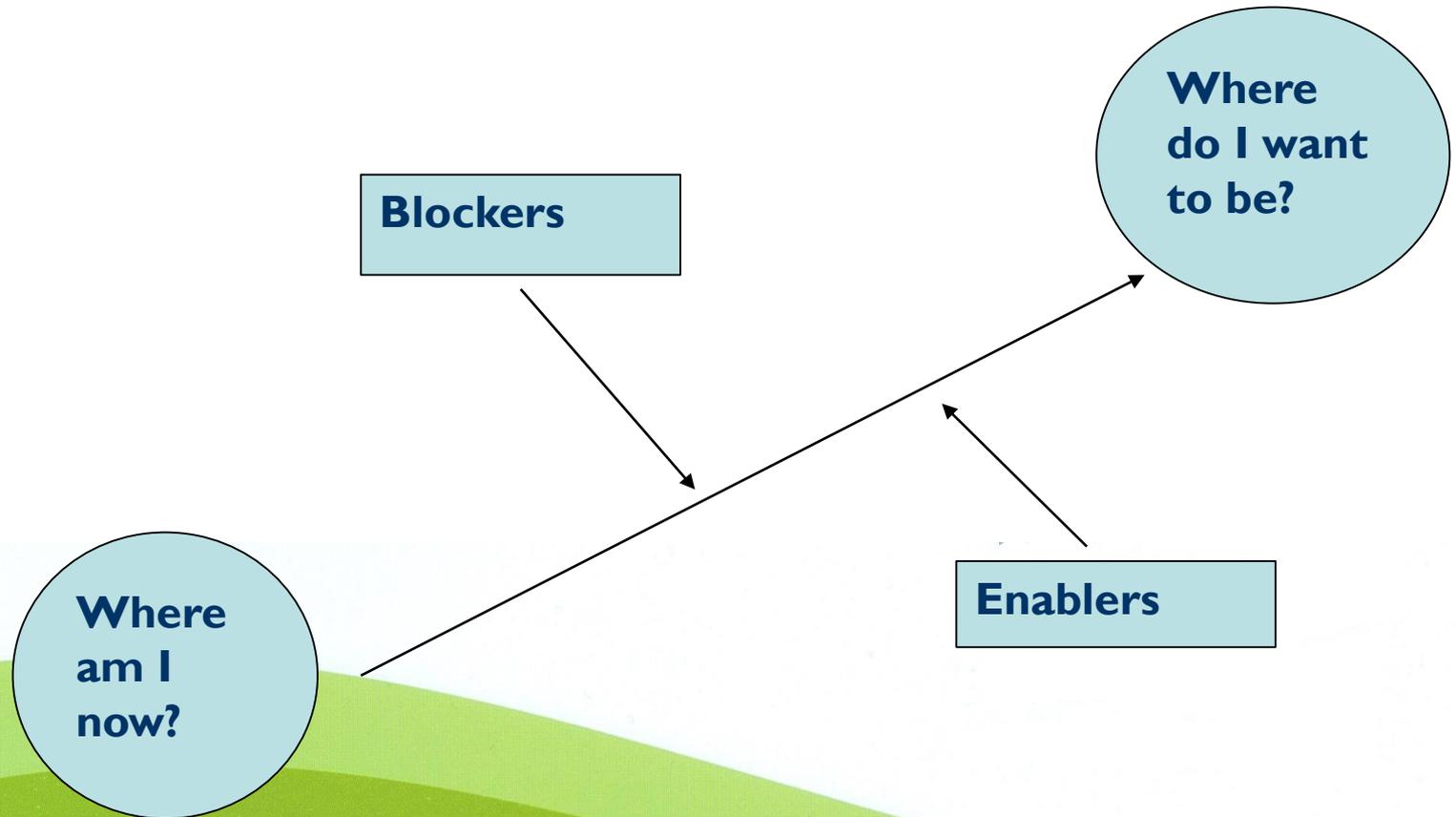
Objectives

- **To understand the current position of equality, diversity and inclusion in housing and its impact on you and the customer**
- **To reflect on the impact of change in the workplace on career progression/ experience of work**
- **To understand how to respond positively to change and new opportunities**

Activities

- **Changes and challenges facing the sector and impact on business and customer choices**
- **Managing and responding to change**
- **Making a positive impact, influencing opportunity**
- **Preparing for class 4 and conference**
- **Reflection and PDL update**

Taking control of your future



Understanding and responding to our ever changing world

Nicole Sharp

Housing Integration Director, Sovereign



Understanding and responding to our ever changing world

What does this mean for my organisation, our tenants, my team/role, my future? What's important to me in all of this?



Questions / Reflection

- What did I know already?
- What more do I need to know / find out
a) sector b) my organisation?
- What is impact on knowledge and skills I need?
- What opportunities might this open up?
- What do I need to ask my manager?
- Who else can help me?



Responding to change

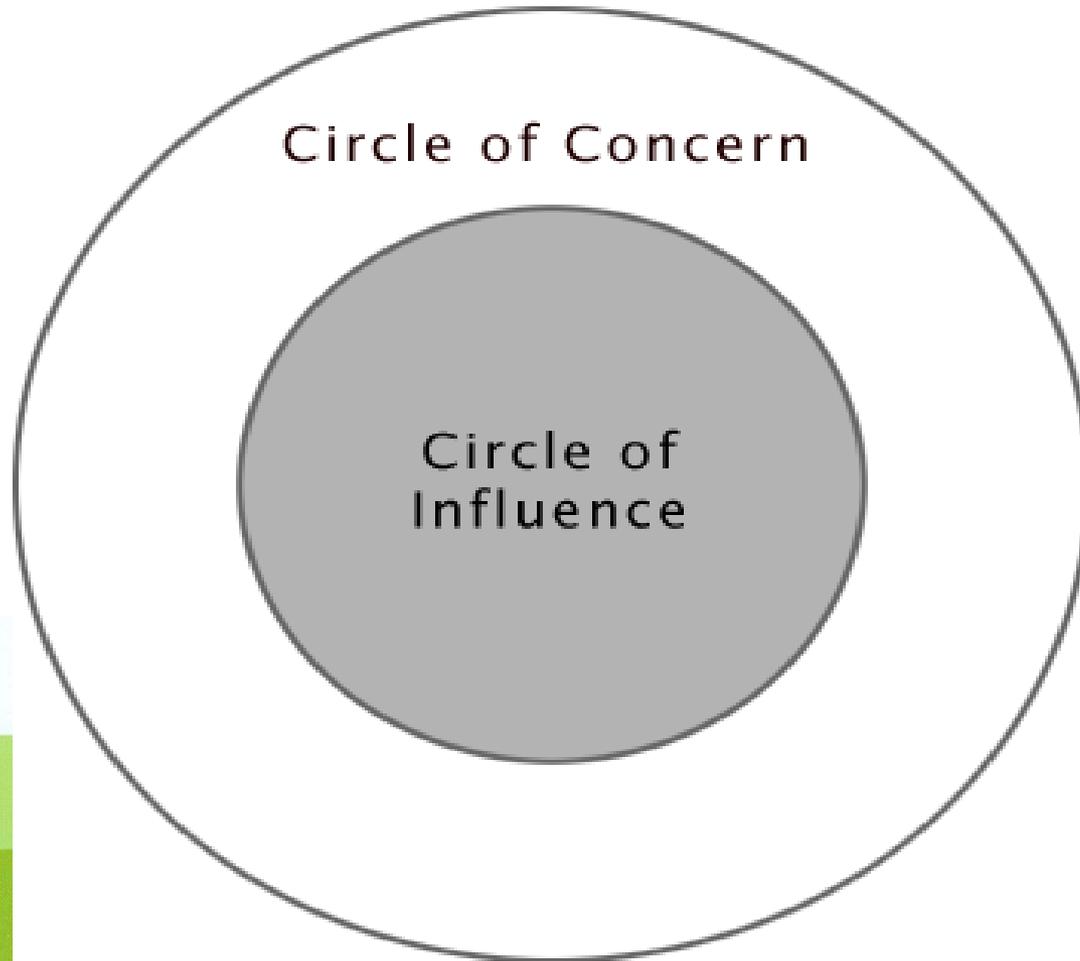


Dealing with change in the workplace

What changes are you currently facing in your organisation?

- Individual – record on Post-it
 - Share one with the Group
- 

What is within my circle of influence?



DISC – Personality Profile

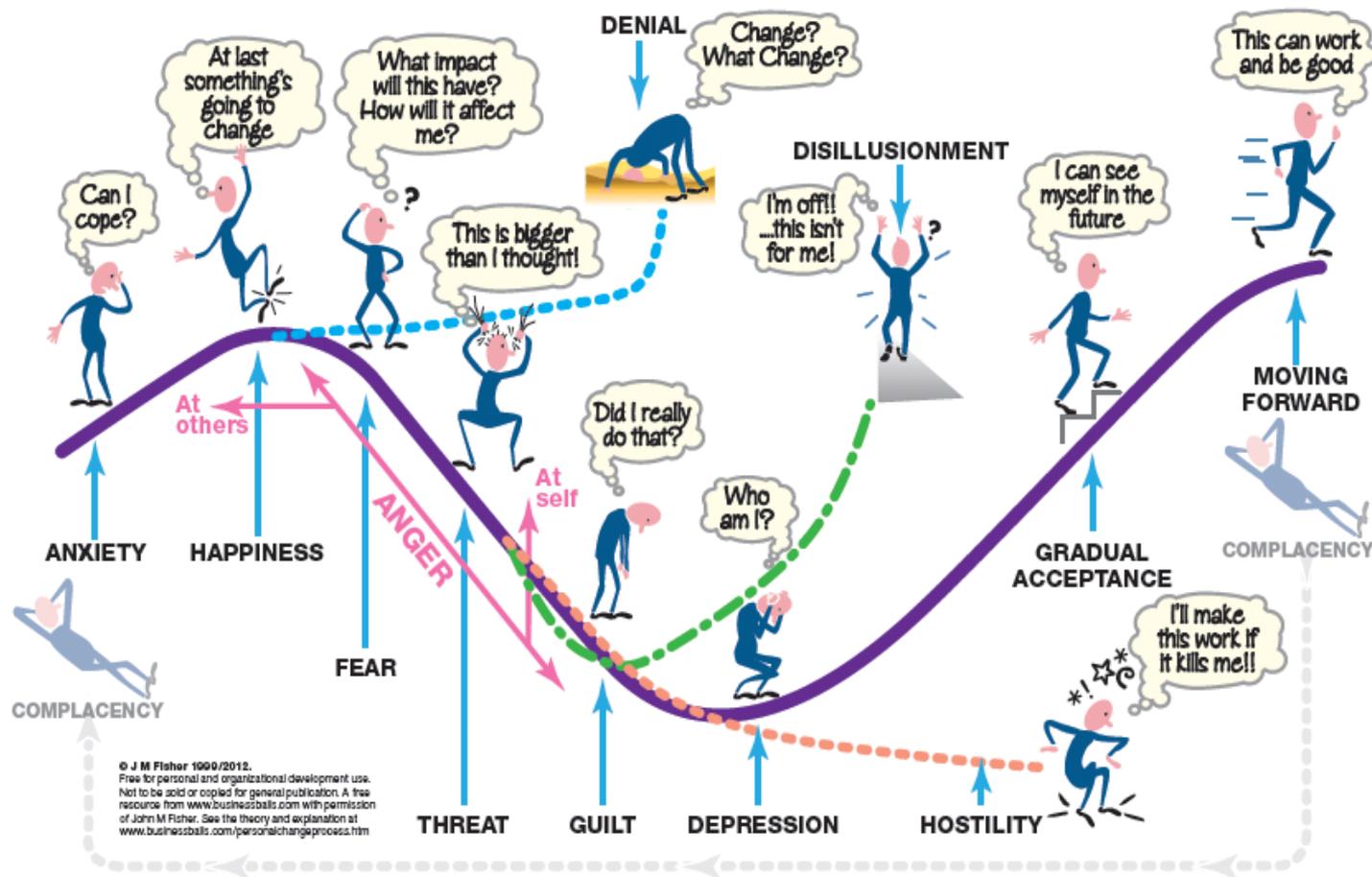
D	I	S	C
Dominance	Influence	Steadiness	Compliance

HIGH “S”

- Recognised by these characteristics:
 - Team player
 - **Security minded**
 - **Resist sudden change**
 - Family oriented
 - Does thing later

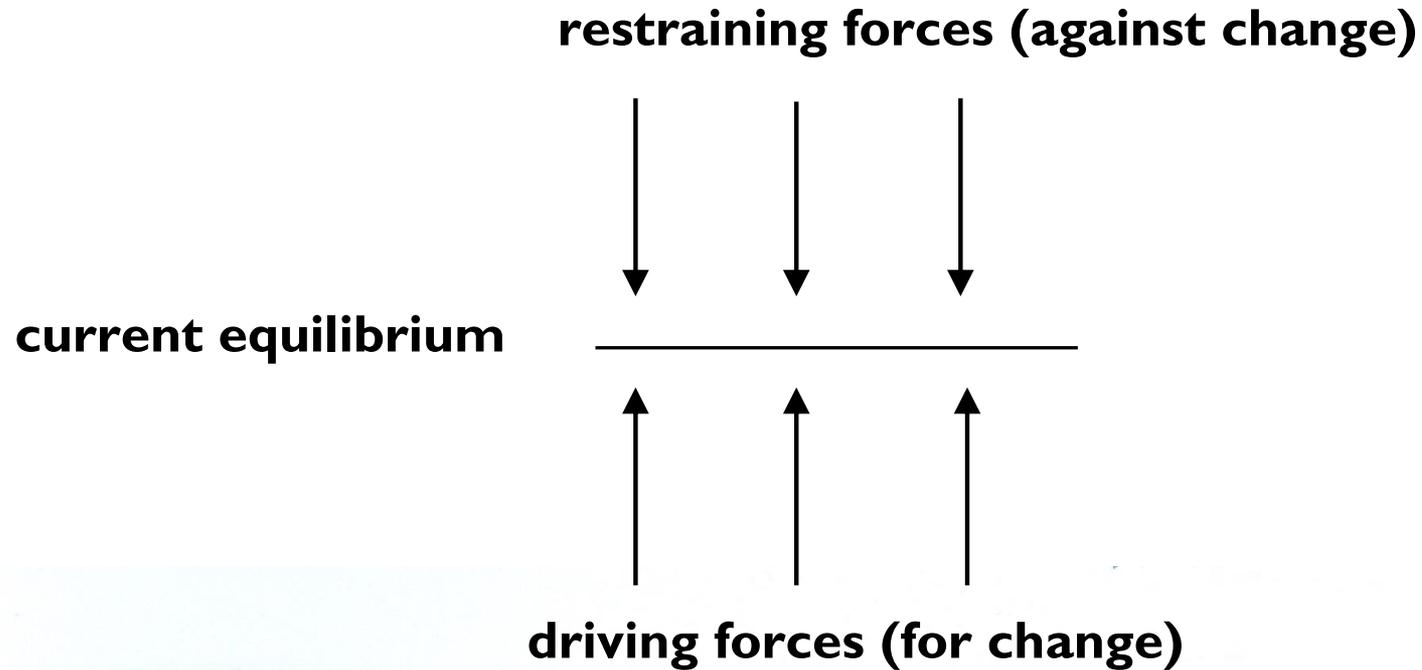
Change Curve

The Process of Transition - John Fisher, 2012 (Fisher's Personal Transition Curve)



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Free for personal and organizational development use.
Not to be sold or copied for general publication. A free resource from www.businessballs.com with permission of John M Fisher. See the theory and explanation at www.businessballs.com/personalchangeprocess.htm

Force Field Analysis

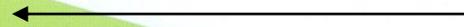


Force Field Analysis

Pushing Forces (enablers) Factors in play that are working in your favour, moving the current situation towards how you would like it to be.	Objective A brief two sentence statement that describes your desired future situation	Restraining forces (blockers) Factors in play that are working against you moving the current situation towards how you would like it to be	Action List the actions you will take to increase the enabling forces and/or reduce the blocking forces

It is often helpful to show the strength of the force(s), so you could include:

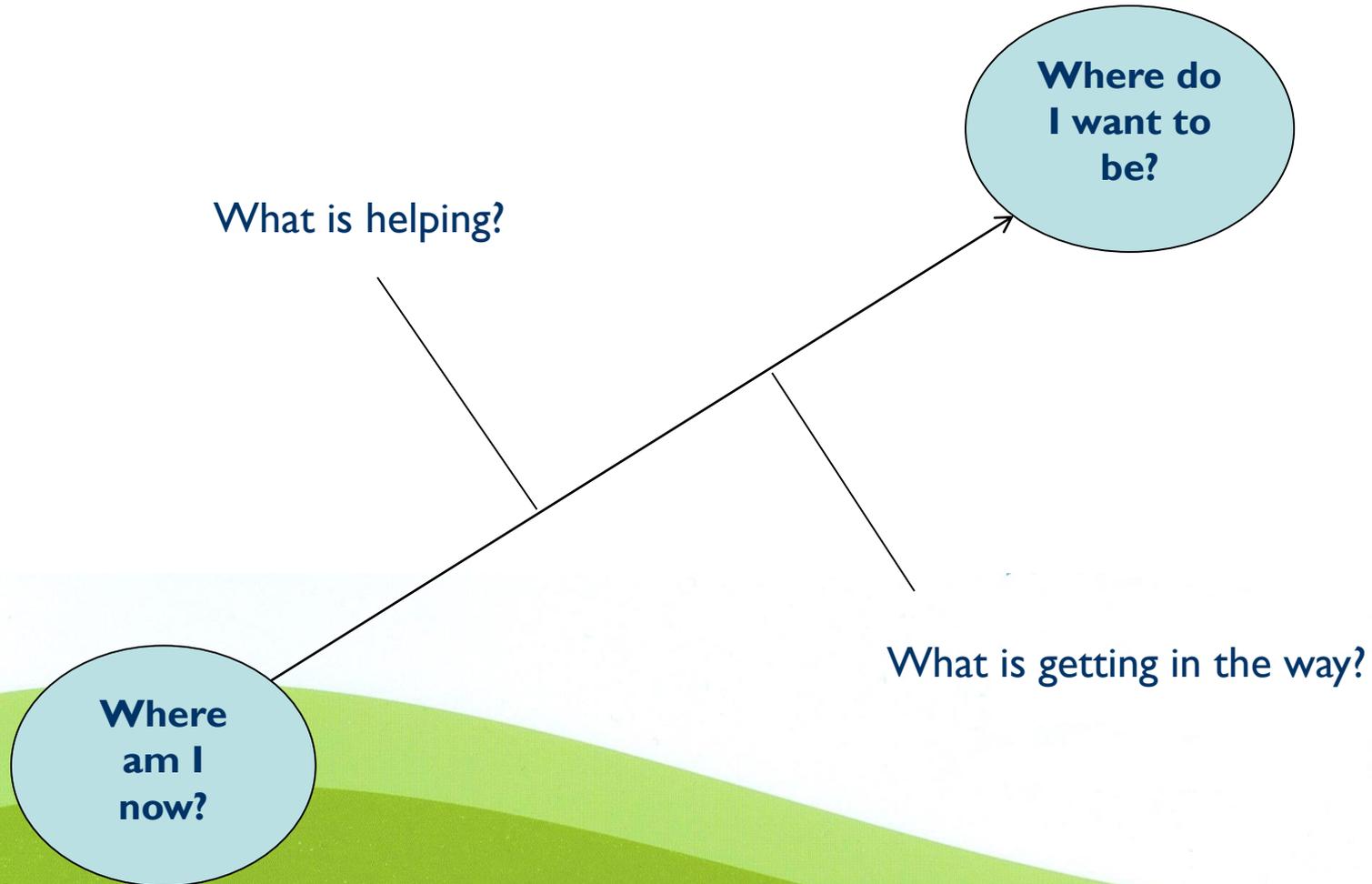
An arrow alongside the force, which represents its power / strength. e.g. if it is only a small help you might draw a small right facing arrow. If it is a significant obstacle you might draw a longer left facing arrow.



OR

Rate each force out of 10, where 1 is small and 10 is large.

Using the opportunity



Responding to change in the workplace

In pairs, share your Post-It's, discuss & consider:

- What is within my control / beyond my control?
- How do I see the change? (positive / negative / unsure etc.)
- What can I do about it?
 - Where am I now?
 - Where do I want to be?
 - What's stopping me?
 - What / who can help?
- How can I use the opportunity to develop my skills, knowledge and career?

(Use the Field Force Analysis Template)

Reflection and Actions (PDL page 14)

Sector change and impact

- What did I know already?
- What more do I need to know / find out
a) sector b) my organisation?
- What is the impact on knowledge and skills I need?
- What opportunities might this open up?
- What do I need to ask my manager? Who else can help me?

Taking control of change

- What more have I learned about myself and how I respond to change?
- What further actions will I take at work and beyond?

Living in challenging and changing times....

- <https://www.facebook.com/nyagphotos/videos/367779706938048>

Change affects each of us, and others differently

- What is most important?
 - What unites us?
- 



Making a positive impact and influencing opportunity

Making a positive impact, influencing opportunity

- This session builds on the idea of taking control of challenges and the opportunities change brings moving on to focus on how you can **proactively** influence your impact and therefore your future
- [Click](#)
- [Click 2](#)

Exercise Part I

In your table groups please discuss the following question

What is ‘presence’ and its impact on others?

Some definitions...

“presence” - the state or fact of existing, occurring, or being present; the impressive manner or appearance of a person

“impact” - a marked effect or influence; have a strong effect on someone or something

What about the Business Context?

Exercise Part 2

Why is presence important?

- Helps to develop our ability to influence others, particularly when we understand better how they perceive us
 - It is a recognised Leadership quality
 - Makes us a more effective teacher or coach as others will more readily listen if you have a presence “in the room”
 - In terms of progressing your career, it will help you get support or sponsorship if Senior Leaders can recognise a presence about you and the potential you have as an influential leader of the future
- 

Exercise Part 3

What small changes can I make to manage this?

- Reflect on the carousel exercise you did at the last workshop on the DISC personalities and how others perceived them
 - Need to really understand your self (e.g. through your DISC) to be able to truly know what your current impact is
 - This will allow you to start making small changes ONCE you know what they need to be
 - There are plenty of tools & techniques online (Google, YouTube clips/tutorials) that will help you work on more specific elements of your personal brand and impact
- 

Making a positive impact, influencing opportunity

- Once you understand your self and your impact better, you can develop your personal brand and your offer which you can then really sell in networking opportunities
- So networking.... The next step

Networking

- How does networking fit with influencing and making an impact?
 - What does networking even mean?
- 

A few myths...

Networking means approaching people you don't know

True or False?

False – networking is just relationship building



I should start networking when I'm ready to look for a job.

True or False?

False - Networking is not just about meeting people to find a job. It's an ongoing process of possible opportunities.



Some networking thoughts.....

Right time and
place – Get out
there!

Building
meaningful
relationships

Personal &
career benefits

Be prepared

Conscious &
conscious

Stay in touch

What is your
reason?

Practice,
practice,
practice

What networking have you done so far?

Examples:

- What did you do?
- How did it feel?

Top Tips

- Smile
 - Be yourself
 - Ask easy questions – e.g. what brings you here?
 - Listen – people like to talk about themselves, and you won't have to say much!
 - Say the persons name – people like to hear their own names, and it helps you remember it
 - Talk about what you enjoy – the passion is contagious and memorable
 - Get to events early – quieter, time to talk as people arrive
- 

Top Tips

- Make hay while the sun shines! Build your network before you need it
 - Aim to help others – what goes around comes around
 - Select a good online networking site and make sure you regularly update your profile and invite new people that you meet
 - Don't forget internal networking – connect with other departments; actively look for opportunities to work with new people
- 

Even more Top Tips.....

- Nurture your network
 - Use business cards
 - Make contact with interesting and relevant people – it's not about huge numbers
 - Develop the habit of introducing people to each other
 - Engage in conversation at any sort of event (the gym, or book club..) – ask people about their work – you never know....
 - Try it in social or 'safe' environment
 - Have a go - Keep practicing
- 

.....what it takes to be a great leader....

- Where are you looking to anticipate change?
- What is the diversity of your network?
- Are you courageous enough to abandon the past?



Preparing for the future



Preparing for future opportunities – class 4 and beyond.....

- **Bringing together what have you learned so far**
 - ‘Values’ cards at Workshop 1, values important in your role & social housing
 - Leadership Skills & Behaviours Carousel: Strategic Thinking; Analysis; Problem Solving; Communication; Influencing; Leadership at Workshop 1
 - Circle of Influence, Locus of Control, Belbin Team Types at Workshop 1
 - DISC/PPI Report raising self awareness, Gibbs Reflection tool, DESC communication tool and Wheel of Life for balance at Workshop 2
 - Change, Force Field Analysis, Personal Impact, use of Networking covered today
 - STARS & CV’s introduced at October Briefing and will be covered again today
 - PDL’s all your self reflection from workshops and mentoring sessions
- **Identifying achievements**
 - Not great at blowing our own trumpets – personal impact
 - For I:I’s, Appraisals, Personal Development or Recruitment
- **Building your CV**
 - Keep up to date, gives focus and sense of self for I:I’s, Appraisals, Personal Development & Recruitment internal or external (helps with application forms/online)
 - Can become complacent and not prepared for when change comes
- **Practicing STARS**

Exercise

- Think of an example of when you have responded to or proactively influenced change well.
- Think about the skills and behaviours you can highlight to show your development
- Working on your own or with a partner, complete a STARS template
- Your challenge is to go deep and be very reflective – not just superficial – Take your time and be brave – work it through with someone, get help with challenge if you are not able to challenge yourself

Preparation for class 4

- Update your CV and bring to next class
 - Use your mentors and us
 - Focus on an high impact Personal Statement
- Think of 2 or 3 achievements you would be happy to discuss with others.
- Prepare a stars template for each one and bring to next workshop for an exercise we will be doing

Next steps

- **Complete PDL** (page 14-15)
- **Complete evaluation form**
- **CVs, STARS and Networking**
- **Plan your final two 1:1 mentoring sessions**
- **Class 4 (Final Class) – Wednesday 24th May, Knightstone**
- **Conference and national celebration**
Tuesday 4th July, Birmingham 10.00 for 10.30 – 3.30 (Networking and drinks to 5.00) – respond to HDN invite by end March

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