The Good, The Bad, The Ugly

Leadership into the 3rd decade

May 2013
# Table of Contents

**Introduction** 5

**Leadership: Now is the time for change** 6  
Helen Gordon, Chief Executive, Royal Pharmaceutical Society

**The Good** 8  
Milton Keynes Hospital NHS Foundation Trust  
North Devon District Hospital NHS Trust  
Sheffield Teaching Hospitals NHS Foundation Trust  
ASENDIA  
DJS Research Limited

**The Bad** 30  
Nurse faces dismissal for putting patients first  
Long term absence issues  
Jobs lost as company goes into liquidation

**The Ugly** 34  
Just do it!

**Conclusions** 38

**What is DiSC** 40
Introduction
In April 2012, when Helen Gordon, Chief Executive of the Royal Pharmaceutical Society (RPS) mooted the idea that Hillcroft House should facilitate a Leadership and Engagement conference for RPS members, neither Helen nor I could have expected the following in 2013:

- **February 2013:** Following the failings at Mid-Staffordshire NHS Foundation Trust, Robert Francis QC published his final report. The report delivered a clear message for the NHS that a culture change is not just necessary but essential. [http://www.midstaffspublicinquiry.com/report](http://www.midstaffspublicinquiry.com/report)

- **April 2013:** A Royal Collage of Nursing survey found that 24 per cent of nurses have been warned off raising concerns about patient care. Many nurses describe a culture of fear and intimidation. [http://www.rcn.org.uk/newsevents/news/article/wales/nurses_still_fear_raising_concerns](http://www.rcn.org.uk/newsevents/news/article/wales/nurses_still_fear_raising_concerns)

- **April 2013:** HR Magazine reported on *UK Management, Culture of Fear*, published by Hillcroft House. UK private sector workers were asked about performance appraisal processes and results, the leadership qualities of their direct line managers and the employees overall satisfaction levels. To the question ‘Would you definitely consider leaving your current employer?’ a huge 93% responded with ‘strongly agree’. This is a big jump from 49% in 2008. [http://www.hrmagazine.co.uk/hro/news/1076959/exclusive-93-employees-strongly-consider-leaving-current-employer](http://www.hrmagazine.co.uk/hro/news/1076959/exclusive-93-employees-strongly-consider-leaving-current-employer)

- **April 2013:** HR Magazine reported that, according to research published by Head Heart and Brain, a leadership development consultancy, half of UK employees say their boss makes them feel threatened. In a damning indictment of the leadership skills of UK bosses, 47% of UK employees said they felt actively threatened by their leader. [http://www.hrmagazine.co.uk/hro/news/1076979/half-uk-employees-feel-threatened-boss-research-reveals](http://www.hrmagazine.co.uk/hro/news/1076979/half-uk-employees-feel-threatened-boss-research-reveals)

Just three years into decade two of the 21st century we can see a worrying theme. What has happened in the UK for such disturbing results to be the norm? What has happened to the numerous books by authors writing about best practice management theories over the last twenty years? What has happened to the behaviour of leaders and managers in both private and public sector UK organisations for such results to be evident?

It can be very easy to blame the economic climate, to blame others, to blame the shortage of jobs. Recessions are cyclical – they have come and gone. Let us not forget this one too will reach its end. For the UK to grow, succeed and achieve greatness, a new attitude and change in the core of our business culture is needed.

Now is the time for leaders and managers, who want to make a difference, to realise that there are many opportunities available to them. By working with their people and by engaging with the creativity of their workforce, they can create teams that are the best of the best and overcome many obstacles.

This report, ‘The good, the bad, the ugly’ focusses on real case studies drawn from both the public and private sectors:

- **The Good:** How exceptional leaders have made a difference to business performance
- **The Bad:** The impact on an organisation of leaders who lack self-awareness
- **The Ugly:** The results speak for themselves!

*Adam Crizzle, Managing Director, Hillcroft House UK Limited*
Leadership: Now is the time for change

“........the desire and will to change your environment is not enough.”

The vast majority of pharmacists I meet are absolutely passionate about their profession. They hold a strong desire to make constructive change for the betterment of their patients. The more I listen, the more I have come to realise that having the desire and will to change your environment is not enough. In addition to the desire and will, it is essential to have the right knowledge and skills so that change can become reality.

I believe one necessity for leadership is high levels of self-awareness. A complete understanding of behavioural and interpersonal skills comes next. Attitude too is critical. However, what I have observed about the leaders who really make a difference, is that they hold a deep rooted passion about their chosen field. They have a very clear sense of purpose. This type of passion can and does create an enormous amount of infectious and inspirational energy.

I believe that many pharmacists already have this passion. Many colleagues across all specialisms and sectors in healthcare are ready to take their next step into leadership and management.

The Francis Report that followed the shocking events at Mid-Staffordshire leaves us without any doubt that the NHS has still much to do to achieve excellence and strong, effective leadership is an essential part of that.

Having read both the Culture of Fear report from ‘Hillcroft House’ and the results from ‘Head, Heart and Brain’, I realised that poor and ineffective leadership is not unique to the NHS. What we have is a UK wide problem. The solution is to make some positive and much needed changes in the management culture of both the private and public sector.
I have always believed that out of disturbance and chaos can come great change. When conflict and extreme difference is prevalent, we know that we had better act and respond quickly. A sense of urgency exists for change. Certainly we have choices – we can surrender and throw our arms in the air. Or we can stop, reflect and take constructive and positive action.

“This is a time for pharmacy to take courage, to shine, to be visible and not hide its talents.”

Throughout history, the human race has shown resilience in many ways. Why should it not do so now? This is a time for pharmacy to take courage, to shine, to be visible and not hide its talents. We should see the challenges ahead as an opportunity to excel. However, understanding what we have to do is one thing, understanding how we go about it is quite another matter.

I decided to commission this RPS conference, because we have a duty to ensure that we provide our members with leadership, support and development training. In this way they may fulfil their full potential.

By holding this conference and by using the case studies in this report, I want all RPS members to have access to the skills and techniques and the ‘HOW TO’ to make constructive change. In this way we enable pharmacy in the UK to rise to a level of global excellence.

Helen Gordon, Chief Executive
The Good
<table>
<thead>
<tr>
<th>Name</th>
<th>Position</th>
<th>Organization</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Steve Melville</td>
<td>General Manager, Core Clinical</td>
<td>Milton Keynes Hospital NHS Foundation Trust</td>
<td>10</td>
</tr>
<tr>
<td></td>
<td>and Services Manager</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Pharmacy Department</td>
<td></td>
<td>Milton Keynes Hospital NHS Foundation Trust</td>
<td>12</td>
</tr>
<tr>
<td>Niall Ferguson</td>
<td>Director of Pharmacy</td>
<td>North Devon District Hospital NHS Trust</td>
<td>14</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Alison Hales</td>
<td>Core Learning Lead</td>
<td>Sheffield Teaching Hospitals NHS Foundation Trust</td>
<td>18</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Rebecca Owen</td>
<td>Operations Director - Value</td>
<td>ASENDIA</td>
<td>22</td>
</tr>
<tr>
<td></td>
<td>Added Services</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Danny Sims</td>
<td>Managing Director</td>
<td>DJS Research Limited</td>
<td>26</td>
</tr>
</tbody>
</table>

*CASE STUDIES*
Milton Keynes Hospital is a medium sized district general hospital that serves Milton Keynes and surrounding areas.

Employing around 3000 staff and beds for around 400 patients the hospital provides a broad range of services for all medical, surgical and child health emergency admissions.

In addition to delivering over 4000 babies, 200,000 outpatients and 20,000 elective patients are treated each year.

www.mkhospital.nhs.uk

“Managers look to next week, leaders look to the horizon”

Steve Melville,
General Manager, Core Clinical and Support Services

With a budget in excess of £36 million, 12 departments and 800 people in his division, we asked Steve Melville how he leads the Core Clinical Services Division at Milton Keynes Hospital and what he believes is the basis for his success.

Steve said “The Queen Mother claimed that the most important thing, my dear, is good manners. So what are good manners nowadays? For me it’s about listening, not interrupting, acknowledging the other person and thanking others as necessary. Sounds obvious doesn’t it, but I believe essential for strong leadership as we gradually move towards the third decade and face the challenges ahead.

“This year the Core Clinical Division has achieved its objective of being under budget, as well as delivering a £2 million savings plan. It’s important to remember that every leader is only as good as their team. Let’s not forget that the joint knowledge of my team is significantly greater than mine. This is a key message that tells us strong leadership equates to humility."
"I see management and leadership as two separate things. Managers look to next week, leaders look to the horizon. To face the mass of challenges in the world we live in, I believe leadership must encapsulate high levels of communication skills, listening skills, emotional intelligence and the ability to constructively support your team. It doesn’t stop there. Being self-motivated and able to recognise the potential in your team is essential. Realising that people do make unintentional mistakes means it’s wise not to use these mistakes as a stick to threaten or undermine. Clearly, however, the outcomes have to be different if the same mistakes are repeated and the individual doesn’t learn from them."

Steve went on to say, “Have an open mind and embrace change. Build a plan of succession and make sure you do not fear it. Set clear roles and responsibilities. Be credible. Create a vision and ensure that you share it. Make certain that the culture you instil is one that everyone can be part of. Avoid rushing your decisions and do not react to situations. If you don’t know something say you don’t know and do not try and be someone who you are not.

“In addition to manners, being natural, sincere, having integrity and building trust are high on my agenda. Without these behaviours and beliefs failure is almost a given.

“....the most important thing, my dear, is good manners”

“Above all, understand your strengths and work within them so they do not become limitations which can prevent you from achieving your goals. Using the specialist training by Hillcroft House and the DiSC tool for my division and investing time to really understand how it can be applied has been essential. It has been the foundation in not only what the division has achieved but, more importantly, has shown just how we achieved our outcomes.

“Never giving up is essential. I think this can be best summed up by using the words of Calvin Coolidge.

“Nothing in this world can take the place of persistence. Talent will not; nothing is more common than unsuccessful men with talent. Genius will not; unrewarded genius is almost a proverb. Education will not; the world is full of educated failures. Persistence and determination alone are omnipotent.”

Steve Melville, General Manager, Core Clinical and Support Services
Where we were
- Working in isolation
- Not integrated into clinical teams
- Repetitive processes

What we did
- Enhanced internal & external communications
- Improved responsibility & ownership for individual behaviours eg. DiSC
- Increased staff engagement through ideas eg. LEAN
- Gathered internal and external feedback eg. service user survey and 360 degree feedback

Where we are now
- Multi professional working
- Meeting performance targets (Transformation Programme / QIPP / KPIs / CSU dashboard
- Medicines management: (Robotic Dispensing, Green Bags, Safe Prescribing Training, CQC Outcome 9, NHSLA Level 1

Where next
- To achieve second year Transformation Programme & CSU Targets
- To achieve NHSLA Level 2 for Medicines Management
- Implement Service Line Reporting
- To work more closely with Clinicians
The Northern Devon Healthcare NHS Trust was formed in 1991 and manages a portfolio which includes an acute hospital, 17 community hospitals and a wide range of community health and social care services. The Trust provides a wide range of local, community, general and specialist services to half a million residents in North and East Devon.

www.northdevonhealth.nhs.uk

“The......staff engagement is possible, tax payer savings can be achieved while patient care remains our top priority.”

Niall Ferguson, Director of Pharmacy

How did the Hillcroft House training affect your approach to challenges in the workplace?

It gave me the tools and techniques to really understand my own behaviour. It also enabled me to understand that what I had perceived as my behaviour weaknesses were in fact due to me overplaying my strengths.

The one-to-one Hillcroft support focussed my mind and gave me a greater understanding of ‘how to’ connect with other people and achieve win-win outcomes. This process was particularly important as it was tailored to suit my style and needs.

What specific differences or improvements has the training, coaching / mentoring had for you and your hospital?

I started my post as Director of Pharmacy in May 2012. The three key challenges facing the Pharmacy department were that it was under resourced, had a high percentage of staff who would retire in the next five years and needed to refocus its strategic direction in line with the Trust objectives.
Using the engagement techniques provided as part of the training with Hillcroft House I took the following approach:

- Spoke to members of the Pharmacy team on a one-to-one basis
- Met with pharmacy stakeholders to understand what role pharmacy had within the hospital

The above gave me a good grasp of internal and external perceptions of pharmacy. It showed that Pharmacy:

- Was perceived as reactive rather than proactive
- Was drowning
- Had a poor public relations image within the hospital
- Was a team with low levels of confidence

Using all the data gathered from this exercise:

- A SLOT (Strengths, Limitations, Opportunities, Threats) report was produced
- Action plans were developed
- KPI’s (Key Performance Indicators) were implemented
- Group discussions were encouraged by implementing frequent departmental meetings
- Energy was focussed on areas that were within pharmacy’s circle of influence, so that quick wins could be achieved thereby building confidence
- One-to-one meetings were held with each manager
- A structure of departmental meetings was established
- A strategic report was written and circulated to all team members
- The “Pharmacy Vision” was created
- Strategy and vision was linked with the Trust objectives
In less than one year this process resulted in:

- Engagement with the Trust Board and approval of the Pharmacy strategic plan
- Evidence that satisfied Monitor (Health Care Regulator) requirements to support the Trust objectives in order to achieve Foundation status
- Savings on the drug budget
- No negative effect on patient care
- Board approval of a £200,000 investment in robotics for Pharmacy resulting in £100,000 of savings

The NHS still faces significant challenges ahead. However, as highlighted in the Francis Report the focus should be towards our patients and not upon numbers. To achieve this a culture change is not just necessary, but essential.

Quality engagement at all staffing levels is critical and to ignore the feedback and ideas of front line staff will achieve neither patient needs nor those of the NHS.

Using the specialist training techniques by Hillcroft House, we have proved at North Devon District Hospital that staff engagement is possible, tax payer savings can be achieved while patient care remains our top priority.

_Niall Ferguson, Director of Pharmacy_
Sheffield Teaching Hospitals is one of the UK's largest NHS Foundation Trusts and one of the largest and busiest teaching hospitals.

With over 15000 staff caring for over a million patients, the Trust is recognised internationally for its work in neurosciences, spinal injuries, cancer, transplantation, neurosciences and orthopaedics.

The Trust is one of only a handful to have been awarded the highest rating of 'excellent' for both the quality of their services and their financial management, three years running.

How did the Hillcroft House training affect your approach to challenges in the workplace?

Prior to working in the NHS, most of my working life was in Further and Higher Education Colleges. I believed I had good management skills because I had achieved objectives, developed areas of work to increase profitability and had received great feedback from students, colleagues, management and external verifiers.

When I then moved into the NHS, I was warned there were “issues” in the team that needed to be dealt with, but I was confident that I would be able to develop the team and resolve the issues. However, it was an extremely difficult year and I began to look for outside help to assist in resolving some of the issues. These difficulties I felt were due to fear, unwillingness to address certain behaviours and lack of co-operation. As time went on and the challenges being greater than I had imagined, without the success I had expected, it was not a good time to think about developing my career further.

“.....I have achieved more for my employer, more for my team, more for myself and more for my career.”

Alison Hales, Core Learning Unit Lead
As I reflected, I realised that I needed more knowledge to overcome the difficulties facing me.

I attended a Hillcroft House one day communication workshop. The day was enjoyable and informative. It raised my awareness of my potential limitations while the follow up coaching and team development sessions enabled me to consolidate the knowledge I had gained and apply it in practice.

I was given techniques to increase my self-awareness and enhance my written and verbal communication. These were hugely beneficial in helping me to support improvements in the team’s performance. The training and support I received engendered in me a growth in confidence, so that by the time I had moved to my next role this first problematic department was functioning effectively.

My next move took me to Sheffield Teaching Hospitals where I was fortunate to manage a highly qualified, skilled and knowledgeable team. They had a strong work ethic and commitment to prioritise patient care and staff safety. However, I noted during the handover period that the team was not working together as effectively as it could. This was apparent in their lack of self-esteem and reluctance to work autonomously.

**What specific differences or improvements has the training, coaching /mentoring had for you and your organisation?**

The training at Hillcroft House has taught me to be clear and open about my own beliefs and values. Understanding and having the knowledge to correctly apply the DiSC concepts was essential in working with the team. It also clarified the benefits gained from correctly understanding different communication styles.

Prior to the training, I would sometimes in meetings be annoyed at having to listen to over detailed thought processes. Since the training I have been able to step back and think:

“My irritation is about me. This is my unwillingness to appreciate that this other person has their own style. It is different from my style. Think about what I need to learn from this highly qualified, skilled and motivated team member who has valuable information to share. Slow down. Listen. Don’t interrupt. Really listen and understand. Their way of gathering and presenting information may teach me something about my own limitations.”

I have continued to listen and value the perspectives of those whose communication styles are different from mine. They emphasise things which I do not naturally focus as a priority. It’s a free consultancy!
In both team development meetings and individual coaching sessions, I have discussed differences in styles of communication.

I now give honest, constructive feedback and try to acknowledge whatever went well. I thank people for work done and ask for their ideas. As a result:

- Team performance has significantly improved, people are happier and work effectively in teams. They contribute their ideas willingly and behave autonomously whilst still keeping me informed. Importantly, they also give me feedback on what I do.

- The team has directed a full statutory and mandatory job specific training needs analysis. Effective communication with a huge range of people across the Trust was set up and is now maintained.

- I undertook a consultation exercise with mandatory training subject specialists, so we could have a purpose learning management system for the Trust. Although the senior Trust managers did not initially see the need, potential users of the system did and interest was generated. This led to an investment being made by the Trust and a specialist learning software package (Totara LMS) was purchased.

The future plans are for me to project manage the Trust wide strategy for generating on-going interest and local ownership of the system. Rolling it out and getting ownership from the fifteen Care Groups and Executive Directorates without any additional resource is a big challenge but possible with the support of a high performing team.

The learning from the Hillcroft House training and support has helped to significantly increase my levels of self-awareness. In doing so I have achieved more for my employer, more for my team, more for myself and more for my career.

Alison Hales, Core Learning Unit Lead
How did the Hillcroft House training affect your approach to challenges in the workplace?

Well, I believe that effective communication is one of the important skills that any leader needs, for they have to engage positively with their teams.

Our senior management team were very effective as individuals but it was recognised that we needed to improve communication as a group to achieve our aims and maximise our potential.
What specific differences or improvements has the training, coaching / mentoring had for you and your business?

Our HR Director sent one of the team on a one day communication course with Hillcroft House. The feedback was positive, subsequently a follow up management training day was organised.

DiSC is a tool, not a test. Hillcroft House use this tool as the foundation of their communication course. It is a critical tool used to measure and increase the level of self-awareness. But theory alone is not enough. This understanding needs to be applied correctly for the individual or the organisation to benefit.

From the individual replies to the DiSC questionnaire, graphs and a personal report are created. These graphs helped me to understand not only my normal behaviour, but also my behaviour under stress.

The course itself was valuable and gave me knowledge I didn’t have before. However, it was not until I attended the one-to-one coaching sessions that I could really begin to apply the knowledge. This was because the coaching session was tailored to suit my needs and wants and was both objective and independent.

The session was engaging and focussed the group on the business benefits of raising our self-awareness levels. The management team came out of the session with a clear understanding of themselves and it became apparent how as a management team we could communicate and work more effectively.

“....has also helped me to be successful in managing performance issues in a fair, decent, ethical and caring way.”

This journey of discovery enabled me to realise that in fact we all had amazing strengths and no behaviour pattern was better than any other. It made me realise that the most successful people were those who actually understood the impact their behaviour had on other people. This knowledge enabled me to develop strategies to meet the needs of the specific situations I was facing.

The key learning point for me was that by truly understanding myself, I could work within my strengths and ensure I didn’t overplay these, thereby preventing them from becoming limitations and stopping me from achieving my goals and objectives.
I've used the training on a number of different levels. Apart from using the techniques to improve my engagement skills with my Board colleagues, I have used it to coach and develop my team members. I have also found the Hillcroft House training and DiSC model invaluable when interviewing new candidates. The training has also helped me to be successful in managing performance issues in a fair, decent, ethical and caring way.

I feel this knowledge and training has been invaluable for my own personal development and this was evident by my recent promotion to Operations Director – Value Added Services with a responsibility for three UK sites.

Rebecca Owen, Operations Director - Value Added Services
How did the Hillcroft House training affect your approach to challenges in the workplace?

I launched my research company twelve years ago. I knew that for my business to be a success, I always had to ensure my client’s needs were my top priority.

By holding on to this belief and offering a very high standard of care I ensured my company’s growth.

Starting and leading a growing business poses a unique challenge. The challenge is that if you are too heavily involved in the minute detail, you can miss the bigger picture and lose business opportunities for growth. On the other hand, if you do not take heed of the detail, small errors can undermine your strategy. Reaching the happy medium between these two extremes was my major challenge.

Danny Sims, Managing Director, DJS RESEARCH LIMITED

“During this recession I have seen my company turnover increase by 300% year-on-year”

DJS Research Ltd is a full service market research agency that works with international projects. DJS offer both qualitative and quantitative research services for the public, private and third sector.

With competitive pricing using a “More for Less” philosophy, DJS Research Directors and Senior Researchers deliver projects from start to finish. DJS Research uses a staged approach that:

1. Works with clients to identify their research requirements
2. Devises and implements cost effective programmes
3. Reports the findings in accordance with the client specifications

www.djsresearch.co.uk
What specific differences or improvements has the training, coaching / mentoring had for you and your business?

I attended the foundation level communication course five years ago and the advanced level a few months after that. I found the courses to be both totally engaging and inspirational on a number of levels. The key message that I took away was the true importance of self-awareness for any business owner, leader and manager.

I learnt that what I had previously perceived as my behaviour weaknesses were in fact strengths. As an example, I realised that being over cautious was not a problem as long as I knew when to pause and consider the direction in which my over cautiousness was taking me. As long as I fully understood but did not overplay my strengths they would not become limitations nor prevent me from achieving my goals.

Although the DiSC behaviour profile was the essential tool enabling me to increase my self-awareness, it was the one-to-one coaching sessions that heightened my awareness and gave me the skill to apply this knowledge. These sessions enabled me to focus on ‘how to adapt’ to situations when it came to connecting with other people.

Never believing I was a natural salesman, a year later I had to attend a ‘Meet the Buyers Day’ at Earls Court. Prior to the event, I commissioned a half day coaching session with Hillcroft House. During this session we used my DiSC profile and focussed on all the barriers that could prevent me from achieving a positive outcome, and tailored solutions were then developed to suit me. The ‘Meet the Buyers’ meeting generated well over £100,000 of business. Many of the people I met on that day have remained loyal to DJS Research to this day.

Now I have a family owned business that since 2001 has grown every year. We have 40 permanent staff and a team of 50 telephone interviewers (all sourced locally). During this recession I have seen my company turnover increase by 300% year-on-year.

Today I still use the techniques I learnt in 2008 to work within my strengths. I have also reached the conclusion that self-awareness training should not be restricted to the management. For businesses to succeed and overcome challenges, it is essential that this knowledge is shared so it becomes a deep rooted culture within the organisation.

Good leadership for me is not only about having exceptionally high levels of self-awareness, but also the ability to apply this knowledge in practice.

Danny Sims, Managing Director
The case studies in the following two sections (Bad and Ugly) are real.

For confidentiality and to protect the identity of the organisations and individuals, names and gender have been changed.
The Bad
Nurse faces dismissal for putting patients first

Management at an NHS organisation said “Ms Z a band 6 Junior Sister must be performance managed for not updating the computer system.”

When approached Ms Z, in turn, claims that the performance management route to get rid of her is a cover up by management.

“We had a 30% increase of patients in Accident and Emergency mid-week, staff levels were down and the situation was chaotic. I correctly informed management but no positive action or support was given. Despite the lack of help, my team managed the situation preventing any risk to patient safety.”

Ms Z went on to say, “I have been bullied long enough. I have reminded the management that our hospital is not following any of the recommendations of the Francis Report. It is patients, not numbers that what count. Yet at this NHS organisation we have a culture focussed on doing the system’s business – not that of the patients. If we dare to speak up we face the wrath of management.”

Learning Points:
- If leaders and managers invoke their organisation performance management process, they must conduct it in a fair and ethical manner. In particular, they have a responsibility to ensure it is not being used to satisfy internal political agendas.
Long Term Absence Issues

XYX, an NHS organisation, said “Mr X has been off work too long. This needs sorting and soon”

When approached Mr X, in turn, claims his absence is caused by bullying from management and that he has the evidence to prove it.

“I can’t face going back there and my health cannot stand it. So I’ve asked for a “settlement agreement” so we can put it all behind us. I’ve got the evidence but don’t want the pain of exposing them for bullying. I want to move on. But management refuses to discuss this option.”

When questioned, the management stated “We will not be threatened.”

Upon further investigation it was established that the line manager did not know what a “settlement agreement” was. When asked if he had sought advice from his HR department he said, he had not.

Having reached an impasse, Mr X has now decided to use the services of his union and take a case of bullying and harassment against his employer.

Learning Points:

- If unsure, Managers should always refer to the HR professionals within their organisation
- This case demonstrates that in a time of budgetary constraints, decisions of this nature can increase costs for the employer. In this case, as a public sector employer, taxpayer costs also increase.
Jobs lost as company goes into liquidation

Despite training days tailored specifically to their needs, company XYD has ceased trading.

Former employees claim that the owner/MD was unwilling to listen to their ideas, claiming that he knew what was best for the company.

They also stated that the management training had been undertaken merely to “shut them up” and that their ideas after the training were critical for the survival of the business.

The official receiver said, “Had the owner/MD taken heed of the managers’ recommendations the company might now still be operating.”

Learning Point:

- If you invest in training for your staff, consider any employee feedback with an open mind.
The Ugly
Once upon a time, and not such a long time ago as all that, there was a man who made a million golden guineas, lost that million, made them again and lost them again. He was very good at collecting those golden guineas but not so good at keeping them.

Now in order to get this gold together he had many workers working in his workshop. They toiled and moiled all day long for his benefit and they got weary, wan and very woebegone.

One day young Jack, who was employed to sweep up, had an idea. He had thought of a way that the workers could work without becoming so weary and without the man losing any golden guineas. So he sent a message to the man by the e-mail pigeon. The message told of his brilliant idea.

“Pah” said the man mopping his hot and sweaty brow “What does he know, he’s just my worker, I know this workshop best and I know the best way to make me more golden guineas. What does he think he’s doing? I can’t have that.”

The man called the e-mail pigeon back to him and tied a message round its neck. The message read. ‘Get on with your own job, leave me to make my golden guineas’ And he signed the message JDI.

Now as everyone in the workshop knew JDI stood for ‘Just Do It’. And sometimes if they didn’t do things fast enough, the e-mail pigeon would arrive with yet another message signed JFDI. And they all knew what the F stood for.

Is this a fairy tale? Or is it not?

Turn the page and find out
A summary report of a real meeting Mr Y had with a Hillcroft House facilitator

Background:

Mr Y believes himself to be an inspirational leader. He knows that he has created jobs, contributed towards building the economy and made money.

Mr Y: “I’ve made a million, lost a million, made it again and just lost it again. I’m now about to start up again and this time it’s going to be better than ever.”

Hillcroft House: “You’ve made a million and you’ve lost it. How do you inspire your employees?”

Mr Y: “I’ve always believed in the stick and not too much of the carrot. People need to know the boundaries and they need direction.”

Hillcroft House: “Describe the boundaries and how do you make people aware of them”

Mr Y: “It’s my company and I want things done immediately and my way. When something needs doing I keep them in the loop by sending e-mails. So that there is no misunderstanding I sign them all with JDI (Just to it). If they don’t get it done the first time, they get JFDI, and I’m sure you know what the F stands for. This system has worked for me, worked for years and made me a wealthy man.”

Learning Points

- The leadership beliefs of Mr Y are not engaging, inspirational or effective. If you want to develop your career, benefit your employer and keep your job, keep away from this type of managerial style and please, under no circumstances mirror it!

- This Owner/Managing Director does not have any self-awareness. He believes that his previous business ventures failed owing to mistakes made by others and that he bears no responsibility for his own failure.
Conclusions
Conclusions

To enable a thorough understanding of the self and the behaviour of others a model is necessary.

As part of the case studies in this report the DiSC model was used and applied. Information about DiSC is available on page 41.

This report shows that the leaders who make a difference are open minded and “hold a deep rooted passion about their chosen field….and create an enormous amount of infectious and inspirational energy” (Helen Gordon, Chief Executive, Royal Pharmaceutical Society).

From the Good section of the report particular themes emerge:

1) That a behaviour tool can help to increase one’s levels of self-awareness and understand the behaviour of others

2) This knowledge enables the development of strategies and the use of specialist techniques to meet the needs of specific situations

3) That one-to-one additional coaching and mentoring is important to fully understand and apply the techniques.

These understandings and techniques enable 21st century leaders to achieve greater levels of efficiency and profitability for their organisation, without sacrificing employee health and well-being.

For further information on how leaders can:

- Increase their levels of self awareness
- Significantly improve their ability as leaders
- Increase the financial contribution they make to an organisation

Contact Hillcroft House UK Limited on Freephone 0800 014 1837 or e-mail enquiries@hillcrofthouse.co.uk
What is DiSC?
What is DISC?

The DISC theory suggests that we are all made up of 4 particular behavioural styles:

- **Dominance** – Influence – Steadiness – Conscientiousness
  - (Decisive)       (Inspiring)    (Supportive)               (Cautious)

The table below shows the difference strengths and limitations for the pure DISC styles.

Although we are a combination/blend of the four pure DISC styles, the intensity of these individual behavioural styles differs from person to person.

<table>
<thead>
<tr>
<th></th>
<th><strong>Strengths</strong></th>
<th><strong>Limitations</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Decisive (D)</strong> ‘Just Do It’</td>
<td>- Driving</td>
<td>- Critical</td>
</tr>
<tr>
<td></td>
<td>- Direct</td>
<td>- Not team player</td>
</tr>
<tr>
<td></td>
<td>- Assertive</td>
<td>- Blunt / harsh</td>
</tr>
<tr>
<td></td>
<td>- Questioning</td>
<td>- Interrupts</td>
</tr>
<tr>
<td></td>
<td>- Results focused</td>
<td>- Lacks empathy</td>
</tr>
<tr>
<td></td>
<td>- Problem solving</td>
<td>- Not recognising others effort</td>
</tr>
<tr>
<td></td>
<td>- Decision making</td>
<td>- Restless</td>
</tr>
<tr>
<td></td>
<td>- Takes action</td>
<td>- Loud</td>
</tr>
<tr>
<td></td>
<td>- Inquisitive</td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Competitive</td>
<td></td>
</tr>
</tbody>
</table>

| **Inspiring (I)** ‘It’s not what you know, it’s who you know’ | - Influential | - Oversells                                |
|                                                             | - Positive    | - Lacks detail                             |
|                                                             | - Inspirational | - Too trusting                            |
|                                                             | - Talkative   | - Easily distracted                        |
|                                                             | - Friendly    | - Unrealistic                              |
|                                                             | - Creative    | - Not always focused on the goal          |
|                                                             | - Enthusiastic | - Impulsive                               |
|                                                             | - Optimistic  | - Poor time management                     |
|                                                             | - Involving others | - Needs teamwork                        |
|                                                             | - Charming    | - Can take things personally              |
|                                                             | - New ideas   |                                          |

| **Supportive (S)** ‘I’ll be There’ | - Systematic | - Adjusting to change                     |
|                                  | - Good Listener | - Hold grudges                            |
|                                  | - Persistent   | - Lacks drive                             |
|                                  | - Kind         | - Not meeting deadlines                   |
|                                  | - Supportive   | - Struggles saying no                     |
|                                  | - Empathetic   | - Not assertive                           |
|                                  | - Patience     | - Difficulties dealing with conflict     |
|                                  | - Collaborative | - Wants to involve everyone               |
|                                  | - Stable       | - Can takes things personally             |
|                                  | - Tacitful     |                                          |
|                                  | - Friendly     |                                          |

| **Cautious (C)** ‘Do it Right the First Time’ | - Compliant | - Over-reliant on rules                   |
|                                               | - Perfectionist | - Defensive when challenged             |
|                                               | - Accurate      | - Cold / aloof                           |
|                                               | - Logical       | - Inflexible                             |
|                                               | - Detailed      | - Too detailed                           |
|                                               | - Thorough      | - Lacks empathy                          |
|                                               | - Research focussed | - Pedantic                     |
|                                               | - Analysis      | - Nit-picking                           |
|                                               | - Systematic    | - Pessimistic                           |
|                                               | - Cautious      |                                          |
|                                               | - Spots errors  |                                          |

Unlike the ‘Bad’ and ‘Ugly’ case studies, the Leaders in the ‘Good’ section have all increased their self awareness levels. This helps them to operate using their behaviour strengths.

**Learning Point**

*If you overplay a behaviour strength you risk displaying its limitations*