

A note from the CEO

Welcome to the Spring issue of CiC's quarterly newsletter.

The recession (together with a long, cold winter) may be technically over, but as Spring approaches, few would say with confidence that we are fully out of the woods yet. For many, the recovery is still fragile, which makes it as important as ever for us at CiC that our clients feel both listened to and supported.

We know that dealing with stress and managing conflict in the workplace remain high on the agenda for many managers and human resources departments these days. But we also know that managers want to be more active in creating the conditions in which their employees can thrive.

Indeed, according to a recent research project conducted by CiC, almost 85 percent of our clients told us that they were concerned about how to retain their best people. So in this issue, we look at some of the challenges of both keeping talented people from leaving an organisation and creating an environment in which they'll feel motivated and engaged.

With very best wishes.

Kate Nowlan

CEO, CiC-Supporting Organisations



CiC's London location

Engaging Employees, Retaining the Talent



It can be tough keeping track of the latest trends in management thinking. Not a business year goes by, it seems, without having to get to grips with an apparently revolutionary new concept, invariably accompanied by a whole new world of consultancy jargon.

This is not to say that new ways of thinking about problems and challenges are not useful. In the last decade, two concepts have emerged that, although slightly different in emphasis, encapsulate some of the most crucial skills required of the modern manager.

In many ways, Talent Management and Employee Engagement represent two sides of the same coin. On the one side, Talent Management represents the art of practically developing skilled employees and having the right people ready to replace them when they retire or move on. On the other, Employee Engagement is the art of creating an environment in which staff feel motivated enough to participate in that process and make the organisation flourish.

In a sense, the one cannot really exist without the other. And both incorporate three critical tasks that all managers will face.

First, they need to hire people who can either already do a certain job or have the capacity to be trained and developed into someone who can. Second, they need to ensure that the recruit actually wants to do that particular job and won't end up slogging away unproductively in a role that he or she doesn't actually like.

continued on page 2...

Engaging Employees, Retaining the Talent (cont'd)

Perhaps the most crucial step, however, is the third. Having established that someone *can* do the job and that someone *wants* to do the job, managers then have to ensure that they want to do the job *for them*.

Good talent management programmes involve solid planning and creative leadership development. This involves offering staff a solid and recognizable structure of training and promotion, combined with robust feedback and performance management.

Other considerations include what is known as the talent “pipeline.” One useful metaphor is the substitute’s bench in a football game. Who do you have in reserve, should key personnel leave? Also known as succession planning, this ensures that good people are identified and waiting in the wings when an important member of staff leaves, falls ill, or gets promoted?

Research shows that solid talent management is a powerfully linked to the level of engagement experienced by employees. Well executed talent management programmes show employees that they are working for a well structured organisation that has a clear strategic vision and understands the value of its people and what they have to offer. And that makes staff want to stay.

But there is more to employee engagement. According to the Chartered Institute of Personnel and Development (CIPD), it has three dimensions; emotional engagement (which means feeling dedicated to the values and ethos of your organisation), cognitive engagement (or the capacity to really focus on the task in hand) and physical engagement (which involves a willingness to ‘go the extra mile’ for your employer).

For managers, this has several clear implications. On one level, it means ensuring that your workers’ wellbeing is maintained, and that can mean anything from flexible working hours to discounted gym memberships. (We’ll be focusing more on wellbeing in the next issue.) But CIPD research has also identified four key drivers of employee engagement. Employers need to allow people to feed their views and opinions upward; they must keep employees well informed about what is going on in the organisation; their people need to see they are committed to the organisation; and there need to be fair and just management processes for dealing with problems.

Of course, none of this is easy; which is why CiC is there for managers and HR departments at any stage of any of these processes. But with the right kind of support, sullen and withdrawn staff can be transformed into a motivated, engaged and productive workforce. It may take time, but the tools are all there to do it. Unexpected events can tear teams apart, but given a bit of time and attention, organisations can emerge from crisis stronger, more resilient and more productive.



Featured services

Some of CiC’s specialist services targeted particularly at bolstering Talent Management and Employee Engagement.

Managerial Consultancy. CiC’s Managerial Consultancy Line is a specialist resource for anyone in any kind of managerial or supervisory role. Our Adviceline consultants help callers identify key issues and explore creative solutions to challenges including performance reviews, staff redundancy, workplace conflict, breaking bad news, and dealing with addiction problems. The telephone provides an accessible means to an immediate resource.

Mediation. As we’ve seen, a key factor underpinning successful Employee Engagement is the ability of employers

to solve problems and deal with conflict. CiC offers a range of structured services aimed at helping organisations prevent and manage interpersonal difficulties in order to foster enhanced working relationships, build excellent teams and maximise organisational performance.

Handling Difficult Conversations. Delivered as a half-day or lunch-time workshop, this interactive and experiential seminar looks at the challenges of communicating effectively in pressurised workplace environments. The seminar is designed for anyone working in a managerial or Human Resources role and is aimed at improving feedback skills and conflict management.



Get active at the CiC Summer Seminar!

As winter slowly fades, many of us will be hoping to get out and about again. With this in mind, the CiC Summer Seminar in June will focus on Employee Engagement and Wellbeing. Our seminars always stimulate much lively debate and interesting discussion, and we hope you'll join us.

Led by Guy Longshaw, a Management Coach and Business and Wellbeing Consultant, the seminar will be held on Tuesday, June 29, 2010 at the University Women's Club in London, from 9am to 2pm.

No organisation can thrive unless its staff and managers feel healthy and motivated, so come along to find out how you can create an environment that gets the very best out of your organisation's employees.

The event is free of charge for CiC clients and will be followed by a buffet lunch, providing ample opportunity to reflect on material presented and meet with fellow professionals. To find out more or to book your place please e-mail the CiC team at seminar@cic-eap.co.uk or call us on 020 7937 6224.

CiC staff run so you can talk!

Two CiC colleagues are in the final stages of training for this year's Virgin London Marathon, which takes place on April 25. Karen Roach, who joined the company as a consultant in

February, and Philip Pescud, who is a counsellor on the CiC Confidential Care Adviceline, are both running to raise money for WPF Therapy, the country's largest charitable provider of low-cost counselling and psychotherapy.

Amazingly, this is Karen's second marathon. She's hoping to raise £2,000 and beat her time of five hours and 17 minutes. "No, I am not crazy to run the marathon again!" she told her local paper. "I want to do it because I want to help people receive affordable counselling and therapy – especially with the credit crisis where families need help but might not get it because they don't have the money."

CiC was actually founded by WPF back in 1988, when the charity decided it wanted to extend its counselling services into the corporate sector. WPF, which is also now a leading provider of training for counsellors and psychotherapists, finally moved out of our Kensington campus in 2009 and is now based in London Bridge.

Philip, who is also aiming to raise £2,000, trained as a psychodynamic counsellor at WPF. Unlike Karen, though, this is his first attempt.

"I have always watched the marathon from the safety of my sofa!" says Philip. "Once or twice, I stood on the street cheering the brave ones on, but I never thought I had the willpower or the knees to get me round. I decided in September to give it a go and began training after Christmas."

If you would like to sponsor either Karen or Philip, log on to www.justgiving.com/KarenRoachVLM2010 or www.justgiving.com/Philip-Pescud to donate.

Clinical Perspectives – Moving Beyond Burnout

Every quarter we take a look at an issue that's high on the agenda for CiC's clinical services team. In this issue, we explore how we help clients get to grips with the menace of burnout.

Given the right combination of meaningful goals, positive feedback and adequate resources, employees will be engaged and motivated. Once those resources begin to fade, however, increasing numbers of workers these days are becoming vulnerable to burnout.

"We talk to a lot of people who are worried about burnout," says CiC Clinical Manager Sheila Neville, "and we know that it can be a very frightening experience."

There are many theories about the causes and symptoms of burnout. Most researchers agree that a key factor is the slow



© Thomson Reuters

and steady erosion of resources, and that can occur in many ways. It may be that people do less and less exercise, so they deplete their physical resources. Or they may begin to spend less time with family and friends, which leaves them with diminished social support.

Clinical Perspectives – Moving Beyond Burnout (cont'd)

According to Sheila, there are three main danger signs.

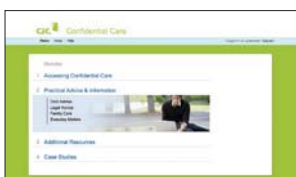
“The first is always evidence of unrealistic expectations,” she says. “We see this when people are unable to say no to ever higher demands. They think they can just keep going. The second is a steadily increasing preoccupation with work. So people will start distancing themselves from their partners and children. They’ll even start dreaming about the office.”

“And the third warning sign is a chronic decline in self care. So people will just stop eating properly and exercising because they think they don’t have time. So they begin to get sick, which of course makes them even less able to deal with the pressure they’re under. It’s a vicious circle.”

Sheila says that in the clinical team, Adviceline Consultants will often start by helping people take a realistic look at the external demands that they face and explain the impact of chronic stress. “But we also then often help clients think about the ways in which they deal with these pressures on an emotional level. We never under-estimate clients’ responsibilities in the real world, but we can often help them question why it is that they set themselves such unrealistic expectations.”

Having thought about these internal pressures, which often leave clients feeling victimized by their circumstances, Shelia says consultants will then always discuss practical and proactive next steps aimed at restoring a sense of direction and efficacy. Interestingly, burnout can often lead to a profound re-evaluation of values and priorities, leading people into a much more satisfying way of living. “It can be a scary experience, but people often emerge from this kind of crisis much calmer and much more optimistic.”

E-Briefing



CiC has developed an innovative new online resource, designed to provide the employees in your organisation with an engaging and interactive guide to the full range of CiC services.

Go to www.cic-learning.co.uk/confidentialcare and click on the ‘Register here’ button on the Welcome page. Enter your e-mail address when prompted and a link will be sent to your account. Open that up and click on the link to create a Username and Password.

Last thoughts...

Talent without discipline is like an octopus on roller skates. There’s plenty of movement, but you never know if it’s going to be forward, backwards, or sideways.”

H. Jackson Brown Jr, American author of “Life’s Little Instruction Book”

Upcoming events



Sunday April 4 to Saturday April 10, 2010

Mental Health Action Week: Sponsored by the Mental Health Foundation, Mental Health Action Week features a range of events and activities across the country aimed at raising awareness of mental health issues. For further information, go to www.mentalhealth.org.uk

Wednesday April 21 to Thursday April 22, 2010

HRD Conference 2010: This two-day conference and exhibition, organised by the Chartered Institute of Personnel and Development (CIPD), covers a broad range of current topics and issues in training, learning and organisation development.

Saturday May 15, 2010

International Day of Families: This is an annual event, organised by the United Nations, which promotes awareness of issues relating to families as well as to promote appropriate action. This year’s theme is “The impact of migration on families around the world”.

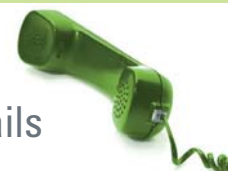
Dates to be confirmed

Professional Workplace Mediation Skills

Course: A comprehensive 7-day mediation training designed for individuals wishing to develop and offer professional-level mediation skills. Delivered by CiC in association with Scotcoach (www.buon.net).

For further information, phone 0207 937 6224 or write to info@cic-eap.co.uk

Contact Details



For general information email us at info@cic-eap.co.uk

For sales or product information email us at sales@cic-eap.co.uk

Alternatively,
Phone: 020 7937 6224 or Fax: 020 7376 1914
CiC, 23 Kensington Square, London, W8 5HN
www.cic-eap.co.uk