

A note from the CEO

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

In the last edition of the newsletter, we looked at employee engagement with a particular focus on talent management and the measures that organisations need to take to both hire and retain good-quality people.

This quarter we look at another essential component of employee engagement, namely wellbeing in the workplace. Organisations increasingly understand that helping staff stay fit and healthy not only makes them happier, it also makes them more productive... and that's good for everyone.

At CiC, we're firm believers in the importance of taking a creative and proactive approach to employee support, which is why our Summer Seminar this year will explore some of the exciting possibilities that open up when organisations actively pursue wellbeing strategies. We really hope that you can join us for what promises to be a fun and fascinating morning.

But don't worry if you can't make it. You'll find information in this newsletter on employee wellbeing and details of some of the related services that we offer. And as always, don't hesitate to get in touch if you'd like to discuss how we can help you develop wellbeing in your organisation.

With very best wishes,

Kate Nowlan
CEO, CiC-Supporting Organisations



CiC's London location

Wellbeing at Work



There was a time when organisations didn't take a great deal of interest in their employees' health. The unspoken agreement was that you worked until you fell ill, at which point you took time off work until you got better. Any illness that kept you at home for any length of time required a sick note from your GP, and that was about the end of it.

With the development of the Occupational Health Sector, organisations began to give more thought to preventing accidents in the workplace and rehabilitating those who had been injured. In the Human Resources world, so-called sickness absence management introduced methods of getting people back to work after periods of time off-sick.

But in recent years, managers have begun to ask a different question. Instead of just waiting for employees to get sick, and then trying to cope with it, what might happen if we actually try and help them stay healthy?

And it's not just managers who are interested. In 2008, the government's national director for health and work, Dame Carol Black, produced a comprehensive report on the health of working-age people setting out a new vision for the proactive promotion of health and wellbeing in Britain's workplaces.

So why the shift in interest? At its most basic level, the arguments are driven by pure economics. According to the Health and Safety Executive (HSE), about 32.9 million working days are lost annually from people taking time off sick. Work-related stress accounts for 13.4 million of those days. One study a few years ago found that almost 10 percent of the payroll for the average organisation is paid to employees who are quite simply not in the office.

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Wellbeing at Work (cont'd)

And according to the Black report, the annual economic costs of sickness absence and worklessness associated with working age ill-health are estimated to be over £100 billion. That's greater than the current annual budget for the NHS and equivalent to the entire GDP of Portugal!

Given these catastrophic losses, it's not surprising that researchers and managers alike have started looking at what happens if you can encourage employees to take their health seriously. And what they've discovered is simple. A healthy employee will not only take less time off work, he or she will much more engaged and productive when they're actually there.

A recent study by the Harvard Medical School, for instance, suggested that the healthiest 25 percent of the workforce is almost 20 percent more productive. Bearing these kinds of statistics in mind, the World Economic Forum itself has now indicated that wellbeing in the workplace is no longer some kind of pleasant optional extra, it's a powerful strategic tool that can boost employee engagement, organisational productivity, creativity and innovation.

There is, of course, always the danger that real change can get lost in a blizzard of meaningless jargon and poor planning. So what exactly does a wellbeing programme look like?

At a basic level, there is a broad range of practical measures that organisations can offer in order to boost the wellbeing of their staff. These can include subsidies for gym membership and physiotherapy, wider healthy eating options in the staff cafeteria, seminars on work-life balance, smoking cessation support groups and good facilities for employees who want to cycle to work.



But simply making healthy lifestyle opportunities available won't necessarily change employee behaviour in a meaningful way for the organisation. In order to reap significant business benefits, there is increasing awareness now that a robust wellbeing initiative needs to be drawn up and then embedded in an organisation's core business strategy.

This requires a clear vision on the part of senior managers and an effective communications campaign that engages employees at every level. Health assessments, e-learning modules and experiential taster sessions can all help draw a workforce in. Staff will want to participate if they feel they really stand to gain from taking part, so activities need to be coordinated, informative, helpful and fun!

And if you feel that you'd like some advice and support in designing and implementing a wellbeing programme, CiC is there to help you every step of the way!

Featured services

Some of CiC's specialist services targeted particularly at bolstering wellbeing in the workplace.

Senior Leader Workshops. It can be tough at the top. CiC's one-day workshops for senior executives address a range of issues aimed at helping them thrive in the face of the tremendous pressures of their daily working lives. Subjects include mindfulness, thinking with clarity, innovation, decision-making and resilience.

Management Coaching. Even the most successful managers can struggle to balance their own professional and private lives with the challenge of getting the best out of their teams. But organisations are increasingly realising that equipping middle managers to deal with these different demands can deliver impressive returns in terms of both engagement and productivity. Management coaching with CiC offers a space to develop leadership qualities, promote awareness of self and others, and boost emotional intelligence. Whether the

focus is on performance, behaviour, or skills development, effective management coaching can unlock the true potential of people managers to lead happier, more fulfilled and more effective teams.

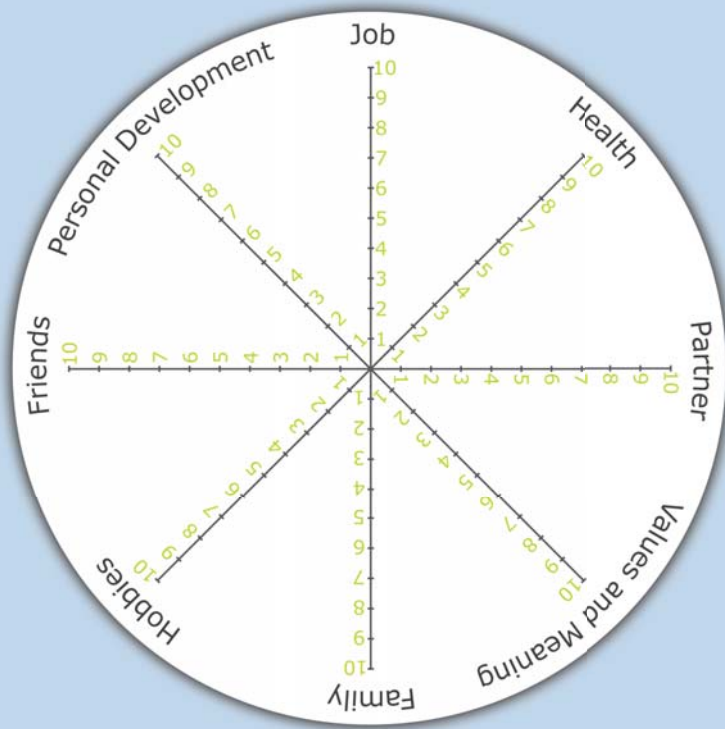
Wellbeing Seminars. While most people know that they should probably do more exercise and eat more healthily, many struggle to find the activities and strategies that will help them make meaningful lifestyle changes. CiC Wellbeing Seminars provide an interactive platform that will engage, inspire and motivate your whole workforce towards greater wellbeing and productivity.

Telephone counselling. There are times when everyone needs a little extra support. If you've been trying to change but find that you can't, a few sessions of telephone counselling can help you explore and address underlying emotional obstacles that might be getting in the way of healthier ways of living.

Assess your own Work-Life Balance

When we get busy and stressed, often the first thing to go is an awareness of what we're doing with our time. Without even realising it, important areas of our life get neglected until we wake up one morning and realise that life is completely out of balance.

This simple but effective tool first helps you first identify where you're currently spending your time and energy. You can then use it to define a clear picture of where you'd like to make changes, either by devoting more attention to certain areas or by cutting back in others.



Here's what to do:

1. Take each spoke of the wheel in turn, and think about the area of your life that it describes (you can construct your own wheel with any categories that you wish). Mark each spoke with what you see as your current level of engagement (from 0, which is no engagement at all, to 10, which is wholeheartedly and fully engaged).

2. Now join up the marks around the circle and consider the picture that emerges. Does it look balanced? Where are the deficits? Where do you think you have scored too highly? Do the different areas of life look balanced?

3. Now think about life as you would like it to be. Take a different colour pen and mark each spoke with the level that you would want to see. Remember you can go both ways, either up or down. Join up the marks again for a visual representation of your ideal life balance. (Remember, each dimension does not need to be the same for a healthy life. Different areas need different levels of attention at different times. This is designed to help you think about what needs attention.)

4. Now that you know where you'd like to make changes, it's time to start thinking about how to do it. Taking each area in turn, identify one small action that you can take regularly to put that area back into balance. For areas where you feel you scored too highly, name one action that you can stop doing.

If you want to explore further creative ways of using the wheel in your organisation, come to the CiC Summer Seminar on Tuesday, June 29, 2010 at the University Women's Club in London, from 9am to 2pm. 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.

Clinical Perspectives – Time Management

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 address the challenges of time management.

At first glance, time management may not seem like a clinical issue, but according to CiC Clinical Manager Sheila Neville, it's an area that can open up both practical and deeply emotional questions.

"We all face a range of different pressures, both at home and at work," says Sheila. "And it can be a delicate dance trying to find a balance between the various demands that go along with being an employee or a manager, a parent or a partner."

But if these pressures spiral out of control, it's not just a sense of balance that goes. People can begin to lose touch



with their sense of self. "Good time management is about an awful lot more than just diary planning," says Sheila. "It's about identifying and making time for what makes your life worth living."

And while that may sound obvious, we can be surprisingly resistant to doing it.

Clinical Perspectives – Time Management (cont'd)

As Sheila points out, it's easy in the modern world to fall into the trap of thinking that you need to be productive in order to be accepted by others. "So people sometimes think that time management is a way of finding ever more ingenious ways to do more."

Sheila stresses that learning to manage time is not just about work. It requires us to think carefully about what we value and what we need to do to make room for that. "Relationships, nature, hobbies, spiritual activities... all of these things can contribute towards a healthy and rounded sense of self, and all of them need time."

Paradoxically, then, managing one's time well can mean actually deciding to do less, and learning to make better choices about what that might look like. The challenge then, according to Sheila, is getting people to understand that they have the power to make these kinds of changes.

"One of the most harmful effects of long-term stress is the way it pushes people into the belief that they have no control over their lives," she says. So while CiC Adviceline Consultants will certainly help clients think about practical strategies for managing their time more effectively (see the Wheel of Wellbeing on p.3), they will also help them address the underlying feelings that often block them from making meaningful changes.

"Of course, we all have commitments in our lives that we can't do anything about," says Sheila, "but we can certainly take responsibility for the way in which we meet these commitments, and at CiC, we're always keen to help people do that."

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.

The E-Briefing takes you on a step-by-step journey through the CiC Confidential Care service, outlining both the resources and support that we offer as well as how to access them. Using text, short documentary films and video case studies, the site also describes the counselling process and gives you a clear idea of what to expect when you call up for help.

Getting started couldn't be easier. 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.

You can either work through the whole resource from beginning to end, or pick and choose the sections most relevant to you.

Last thoughts...

In order that people may be happy in their work, these three things are needed: They must be fit for it. They must not do too much of it. And they must have a sense of success in it."

John Ruskin, English art critic and social thinker (1819-1900)

Upcoming events



Tuesday June 29 (9am-2pm)

CiC Summer Seminar

The CiC Summer Seminar this year will focus on Employee Engagement and Wellbeing. The event, which will be held at the University Women's Club in London, will be led by Guy Longshaw, a Management Coach and Business and Wellbeing Consultant. 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**.

Saturday July 24

Samaritans Awareness Day

This is a national day of events in aid of the Samaritans' 24:7 campaign to raise money and awareness for the charity's nationwide telephone support services. For more information, contact Claire Duncan at c.duncan@samaritans.org

16-17 June 2010, London

Recruitment Exhibition

Organised by the Chartered Institute of Personnel and Development (CIPD), this two-day exhibition offers a range of solutions and updates on the latest issues, developments and hot topics in recruitment and resourcing. For more information, go to www.cipd.co.uk

12-14 August and 2-4 September

Professional Workplace Mediation Skills Course

A comprehensive 6-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

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