



CMP Solutions

“Creating ‘Clear Air’ to help build a
Just and Fair culture”

Nicola Cross



Conversational
Intelligence

Agenda

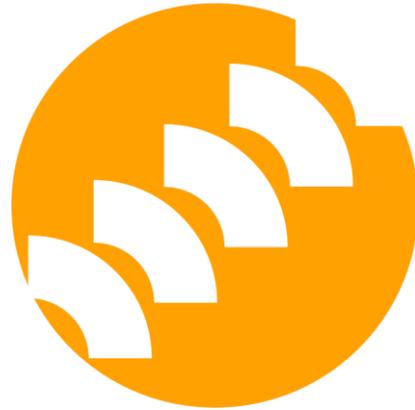


- 🔸 Introduction to CMP Solutions
- 🔸 Supporting the research for the report “The Critical Assessment of the effectiveness of employee relations in the NHS in the ‘new normal’”
- 🔸 Overall state of employee relations
- 🔸 Effective methods for dealing with conflict
- 🔸 Creating ‘Clear air’ through psychological safety
- 🔸 What does a ‘clear air’ and ‘just culture’ organisation look like?
- 🔸 Dr Adrian Wright, University of Central Lancashire

Introduction to CMP Solutions



**Consultancy
Services**



**Soft Skills
Development**



Mediation



Investigation

Using our extensive knowledge of conflict resolution to assist you in creating 'Clear Air' and Psychologically Safe workplaces which enable individuals to continually learn, and teams to thrive.

Supporting the research

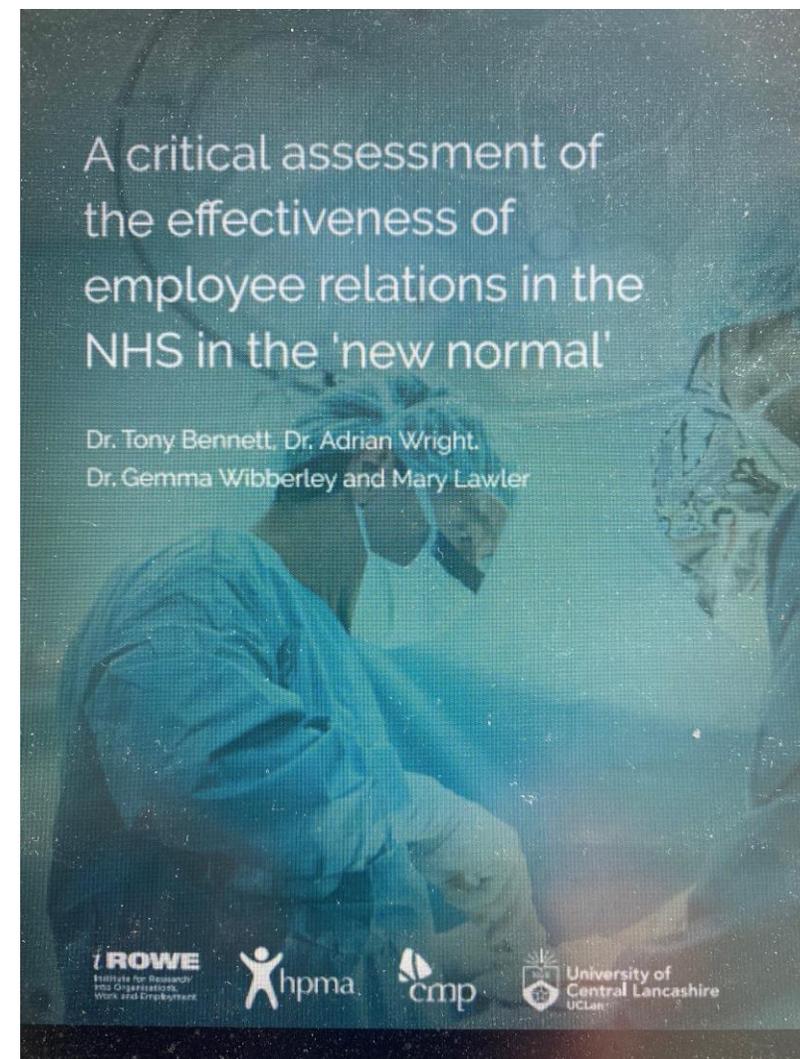


Research was carried out between November 2021 and March 2022 after 3rd wave of the pandemic

One of the key objectives was to measure the changing culture of employee relations across the Trusts and health boards to then identify and create the best model of strategy and practice of 'Just & Learning Culture' and the 'Civility & Respect toolkit' which became apparent was the most valuable framework for driving change in people management.

These frameworks are aligned with the key objectives of the latest NHS People Plan:

- 🚩 Restorative justice
- 🚩 Compassionate leadership



Overall state of employee relations



The research found, what was important to staff were:

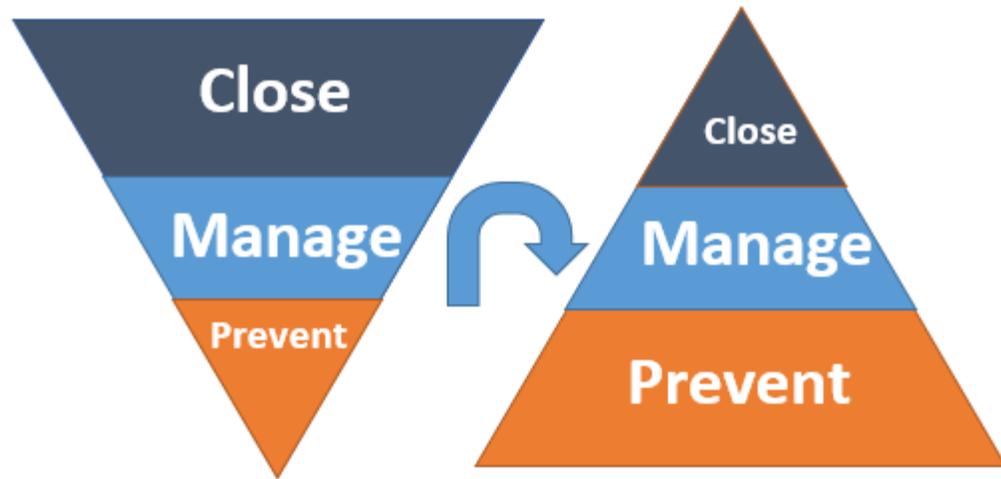
- 🔸 That staff should have more input into decision making
- 🔸 The line managers role was key
- 🔸 Staff wellbeing
- 🔸 Flexibility
- 🔸 Being able to manage conflict - the top reasons for conflict were:
 - poor line management
 - personal and relationship issues
 - capability and performance
 - bullying
 - misconduct
 - discrimination and harassment

Effective methods for dealing with conflict



PREVENTING CONFLICT IS BETTER THAN A CURE!

FLIPPING THE CONFLICT TRIANGLE



Informal and early resolution interventions

Having open, honest, courageous conversations

In-house Speak up Advisors

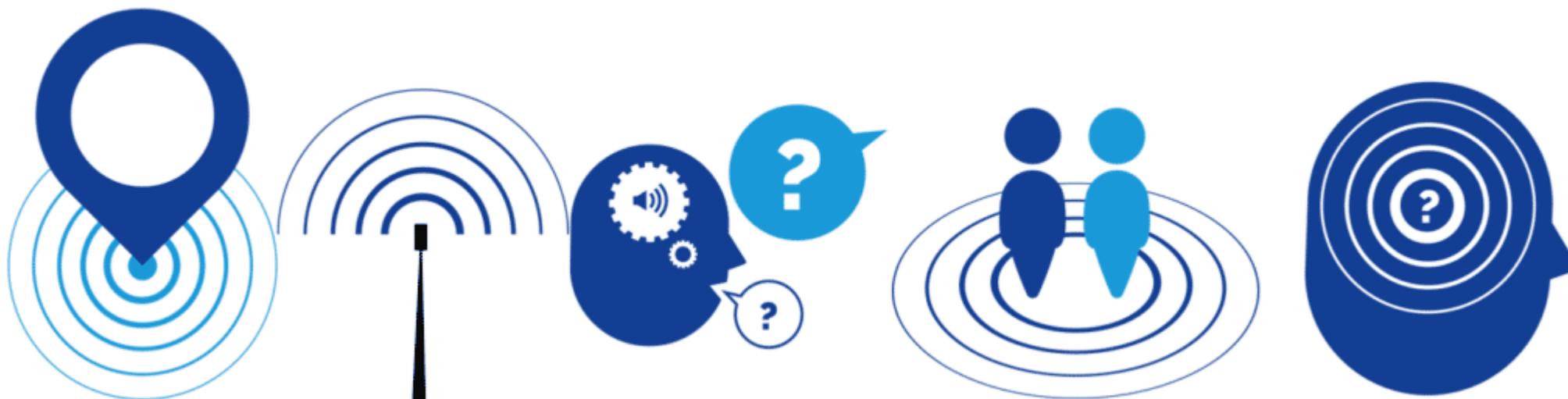
Listen to understand

We believe **everything** your organisation strives to achieve revolves around having intelligent conversations. This includes:

- 🔸 Wellbeing
- 🔸 Relationships
- 🔸 Safety
- 🔸 Staff Retention

A huge concern is the fact that so many people leave a company because they aren't happy with or aren't having the necessary conversations.

THE 5 PILLARS OF CONVERSATIONAL INTEGRITY



Creating 'Clear air' through Psychological Safety



the fearless organization scan

Professor Amy Edmondson
Harvard Business School,
The Fearless Organisation

Psychological safety
is knowing that articulating your ideas,
questions, concerns or mistakes will be
constructively received

PSI breakdown into four domains

Inclusion and diversity

When team members feel included, they are more inclined to speak up, contribute and add to the group.

Attitude to risk and failure

Teams that hold mistakes against each other risk a lack of control and forward momentum.

Willingness to help

Teams become unsafe when people are not able to help to each other or feel appreciated by team members.

Open conversation

A team that has open and candid conversations is able to tackle hard problems better.

What does a 'clear air' and 'just culture' organisation look like?



Working with NHS Trusts and Health boards



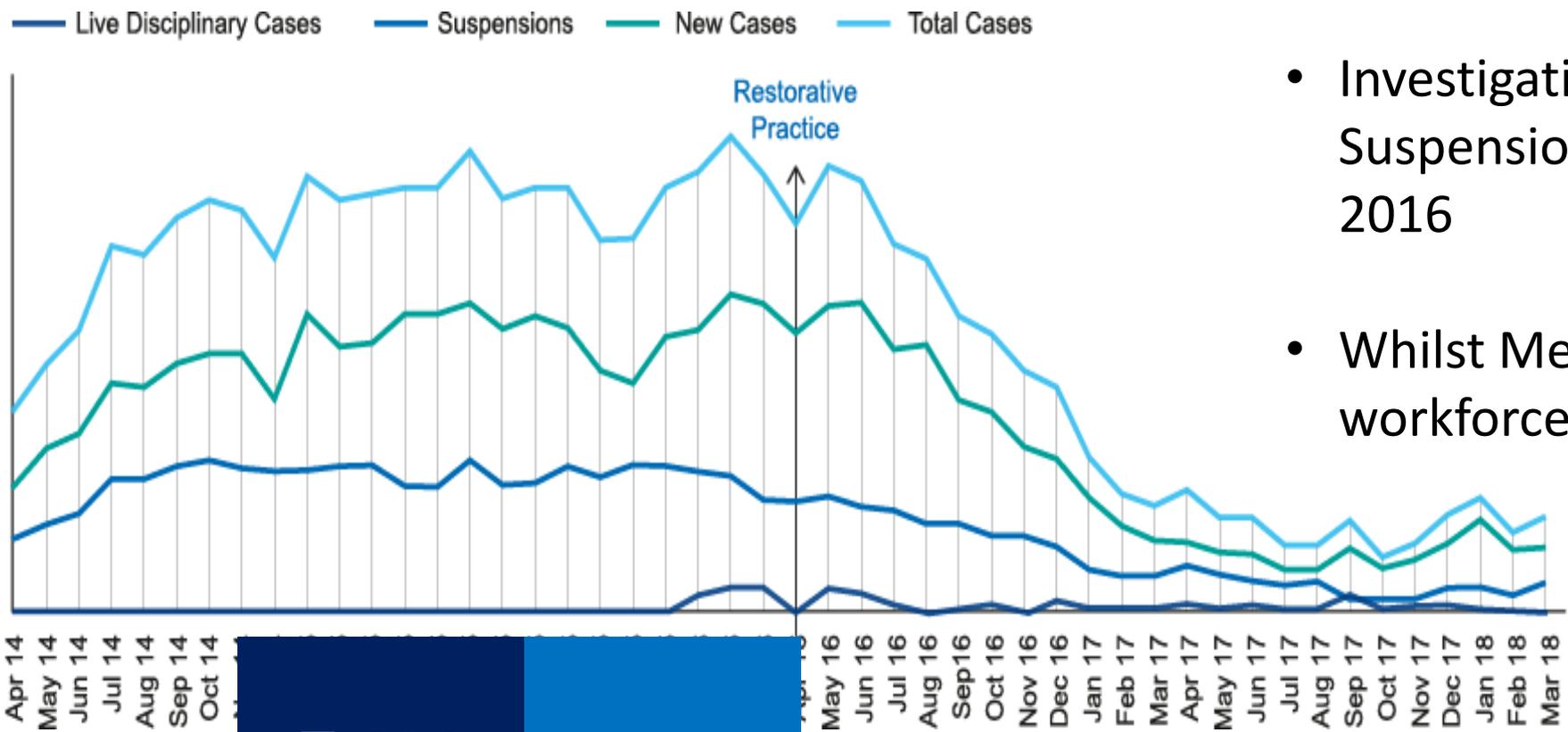
Mersey Care
NHS Foundation Trust

Community and Mental Health Services

Operating in a 'blame' culture

“Internal research found barriers to transparency included fear, blame and shame. Staff and staff side colleagues started to ask, quite rightfully, about a zero-blame culture. That in itself was an indication that we had made a change in thinking as it is only by promoting openness and transparency that we will accelerate our rate of improvement.”

Impact of restorative practice on live disciplinary cases and suspensions in local and secure divisions



- Investigations down 79% and Suspensions down 86% from 2016
- Whilst Mersey Care increased its workforce by 135%

54%
Reduction in disciplinary investigations in two years

£1.7m
Saved in clinical suspensions in two years

= Safety dividend





To deliver a programme that:

- ⌚ Reviews our approach to Employee Relations (ER) to align policies and procedures to a Just and Learning Culture. Emphasising early resolution and reducing conflict which supports staff to feel safe to admit their mistakes and where they are held accountable for their behavioural choices.
- ⌚ Reduction in the number of formal ER cases by upskilling the HR team and leaders and managers in early resolution techniques and the Just and Learning Culture approach
- ⌚ Builds a foundation for ongoing meaningful staff engagement and continuous improvement within EKHUFT

Decision Trees – Key Themes



- ▶ Supporting people
 - ▶ Fair and supporting treatment
 - ▶ Who was hurt?
 - ▶ What didn't go to plan – not who was at fault
- ▶ Restoration, Learning, and Informal Resolution
 - ▶ Not defaulting to blame, discipline and punishment
 - ▶ Not defaulting to investigation
- ▶ Local Accountability
 - ▶ Supporting reporters and local managers to manage concerns
- ▶ Reducing the 'costs'
 - ▶ Avoiding formal processes
 - ▶ Reducing time spent on needless investigations
 - ▶ Reducing money spent on suspensions
 - ▶ Reducing the stress put on colleagues under investigation, and those covering suspensions

Summary



Back to the theme of *managing employee relations in changing times*, there are many factors for your organisation to consider, some of which are:

- 🚩 Building an empathetic and compassionate workforce to role model and cascade the desired mindset and behaviours throughout the business
- 🚩 Be courageous; challenge, be transparent and authentic
- 🚩 Be inclusive – listen, acknowledge and respond. People like to be heard!
- 🚩 Understand what you can control, what you can influence and what is beyond your control
- 🚩 Be open to change – drive the changes that are needed to keep your people thriving, to help create the ‘new normal’ and be resilient to change as it can at first feel hard



Thank you for listening

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