What if we CHOSE to be positive?

A strategy for growth

What if we CHOSE:

Confidence

Hope

Optimism

Subjective well-being
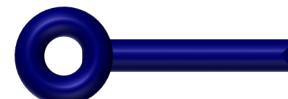
Emotional Intelligence

Structure
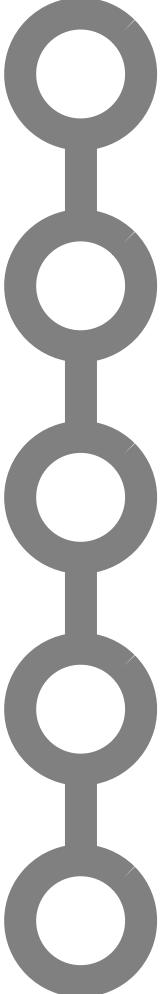
**Introduction; Problem statement & Definitions**

CHOSE overview: the elements of the programme

Rationale for each element: Why and what?

Evaluation: How will success be measured?

Implementation: practical considerations

Introduction – Problem Statement

From Issue

Restructuring has significant negative effects, impacting on individuals and the organisation

CHOSE

To Outcome

Increased:

Profitability

Productivity

Quality

Satisfaction

Retention
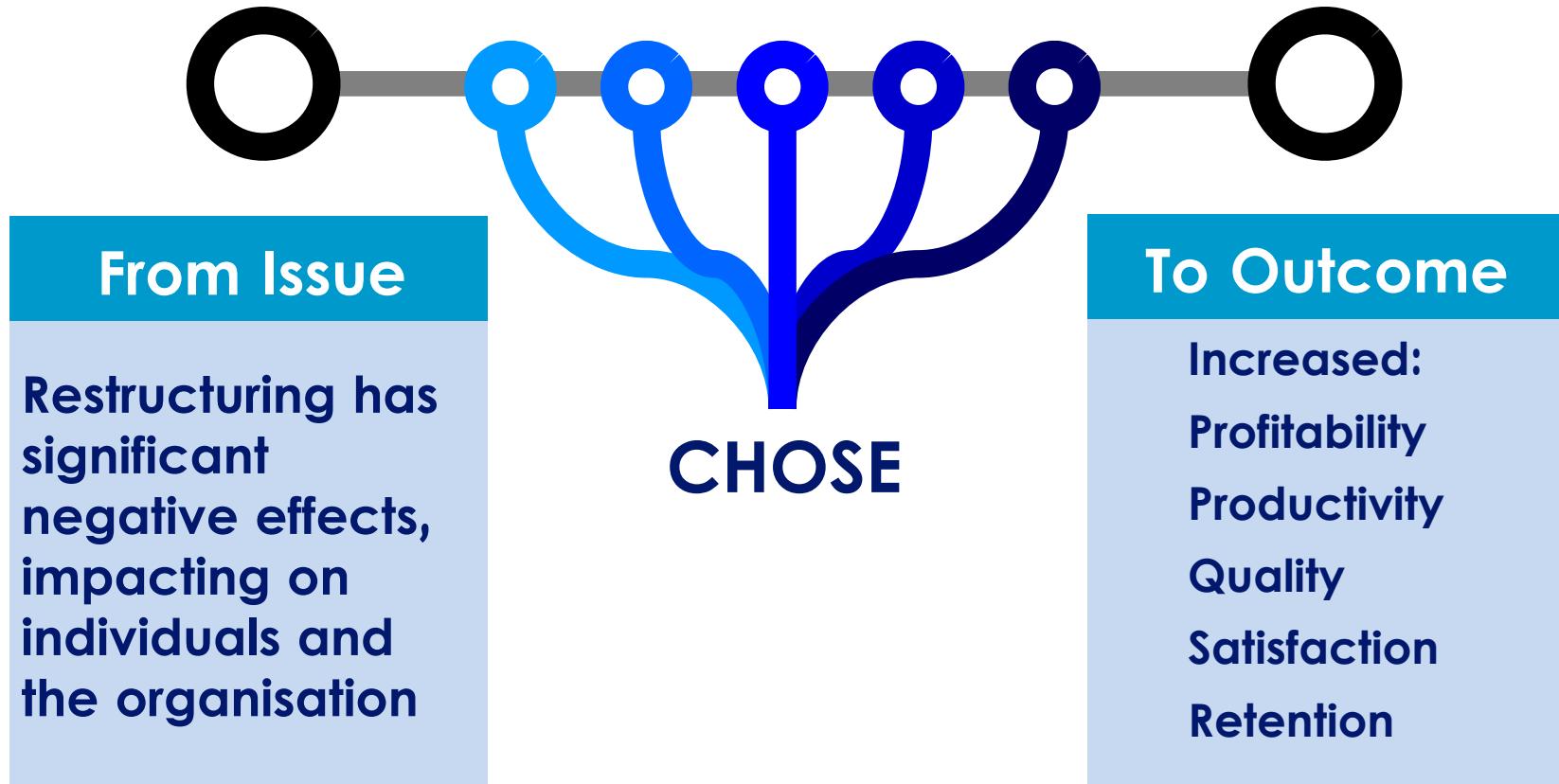
How do we get there?

"All living systems have a tendency toward positive, life–giving forces, and they languish in the presence of negative, life–depleting forces."

– Definition of the heliotropic effect, Cameron & McNaughton (2014)

Generative processes

- Unleash heliotropic effects and elevate resourcefulness
- Address negative phenomena with a positive lens– competitive pressures, restructuring, stressful circumstances, financial losses

Psychological Capital

- Hope, efficacy, optimism and resilience
- Attitudes: **engagement** vs. cynicism
- Behaviours: **organisational citizenship** vs. deviance
- 4 year increase of turn-over by 94% and profits by 315%

CHOSE Overview

Confidence	Hope	Optimism	S well-being	Emotional I
Involved, successful, skilled in specifics	Setting goals, identifying pathways, willpower and waypower	Motivated and motivating– perseverance and success	Satisfied at work and at home, positive	Self–aware and self–motivated Empathy and social skills

Positive, measurable, capable of being trained and developed– manageable for performance improvement

Theory and research based…
"The study and application of positively oriented human resource strengths and psychological capacities that can be measured, developed, and effectively managed for performance improvement"

– Definition of positive organisational behaviour, Luthans (2002)

Moving toward positive behaviour

- See opportunities instead of losses
- Focus on those who exceed expectations
- Unlock capability, elevate capacity
- Look for the best in everybody

High-quality connections

Positive temporary encounters (e.g training days) increase:
- learning
- resilience
- co-operation
- job satisfaction
- involvement
- commitment
- physical health
- attachment and adaptability

- After attending the CHOSE workshop, identify a self–directed development path

- Select and plan a CPD or succession pathway

Knowledge	Social learning	Training Course		Environment
Skills	Self–directed learning	Experiential learning	Informal learning	Learner Characteristics
Attitudes	Formal learning	Coaching / mentoring		Training design
The Gap	**The Method**			**The Barriers**
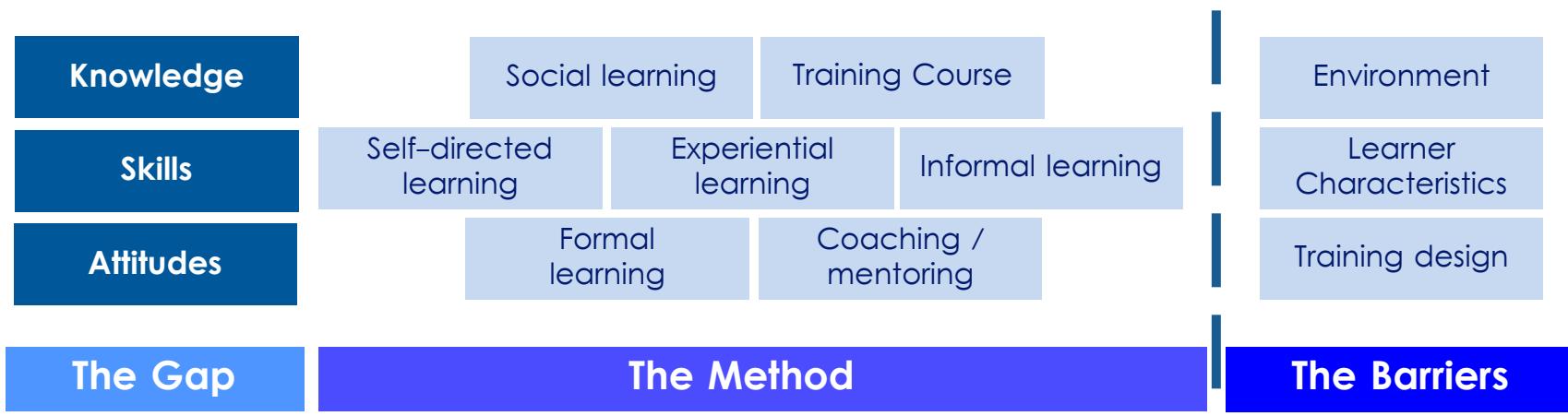
Professional development

- Triggered to search for new challenges because change and seeking opportunities become a normal part of core activities through:

  - challenging work assignments with learning opportunities

 - both organization and employees investing time and/or money in development

- Identify strengths and development areas
- Self-evaluation, appraisal

Plan route
Develop through: training, shadowing

Core Tasks

Address Gaps

Set new goals

Apply Knowledge

- New target identified once confident that previous route complete

- Transfer learning to doing– actual task performance
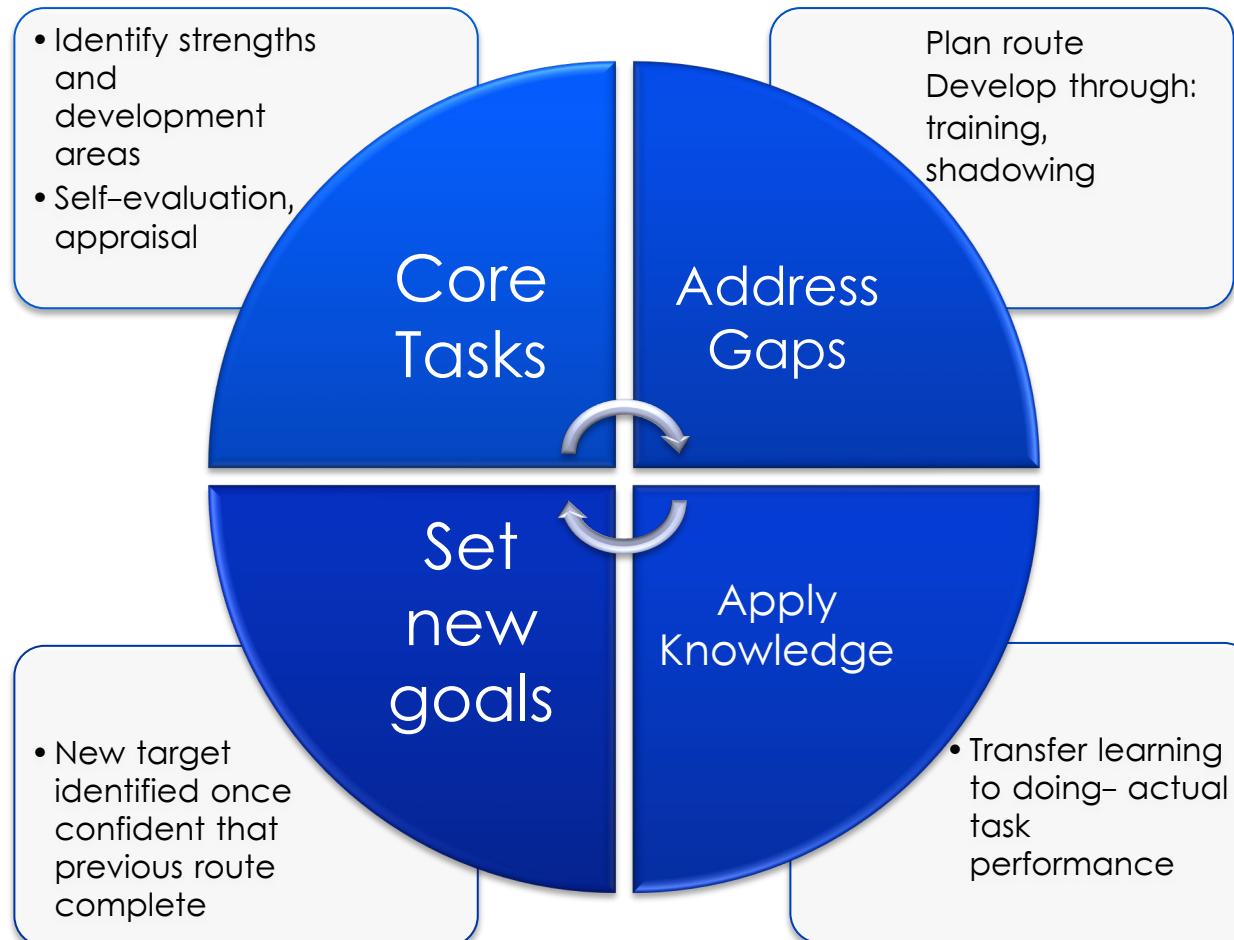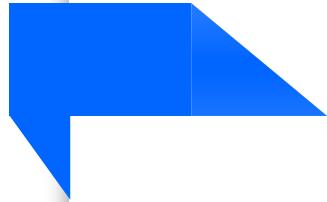
- Learn how to craft your role at the CHOSE workshop

- Set your goals, determine and initiate your pathway

Development Objective:		
Success Criteria		
•		
•		
Action	Support	Timescale
•		
•		
•		
•		
•		

Development planning templates capture development objectives that define willpower and waypower, create action plans

Meaningfulness

- Having direct contact increases task persistence threefold; doubles productivity in routine tasks
- Job crafting creates significant boosts in performance– task, relational, cognitive
- Investment in own strengths raises performance

What is job crafting?

Motivation →

- Driven by need for:
- Control and meaning
- Positive self-image
- Fulfilment
- Ability to cope with adversity

Technique →

- Altering tasks
- Building energising relationships
- Expanding roles
- Tailoring relationships
- Changing thoughts/beliefs about job

Outcome

- Meets personal expectations
- Achievement, enjoyment, meaning
- Increased competency
- Ability to cope with future adversity

What?

- Attend the CHOSE workshop to develop your mindfulness skills

Why?

- Identify your strengths in order to do what you do best, every day

- Become motivated and motivating

Mindfulness

- Mindfulness can enable cynicism as a result of negative experiences and emotions to be undone by positive emotions

- Heightened awareness of the present reality; focussed on living the moment

- Enhances well–being, reduces stress

What?

- Build relationships with colleagues
- Access mentoring and coaching as required
- Focus on re-balancing life and work

Why?

- Being more satisfied with life and work leads to subjective well-being

Energy

- Positively energising people use relational energy: uplifting, motivational
- Individual impact: performance, engagement, well–being, satisfaction, and even family life
- Organisational impact: performance, teamwork, innovation, and learning
- High–performing organisations have three times as many positive energisers

What?

- Attend the CHOSE workshop to start the process of developing your Emotional Intelligence skills

Why?

- Developing the skills of self–awareness; self–management; self–motivation; empathy and social skills leads to success

Positive Leaders

- Seen as more effective by followers if empathetic
- Can effect organisational healing, not only to recover, but become more resilient
- Positive relationships increase performance
- Communication and connection increase engagement

Positive practices lead to increased...

- Profitability
- Productivity
- Quality
- Satisfaction
- Retention

Effects increase when these become the norm:

- Providing compassionate support
- Forgiving mistakes and avoiding blame
- Making work meaningful
- Saying thank you
- Showing kindness and caring

Organisational behaviour

- Trustworthiness
- Hope
- Gratitude
- Responsibility

"People are a source of innovation and renewal– assets to be developed rather than costs to be eliminated"

– Brenner at al (2014)

Implementation

	Confidence	Hope	Optimism	S well-being	EI
	Involved, successful, skilled in specifics	Goals, willpower and waypower .	Perseverance and success .	Satisfied at work and at home, positive	Self-aware and self-motivated
Time	Time invested **varies**, suggest 1 hour a week ongoing personal commitment	CHOSE workshop 1 ½ days 1 hour planning session online	CHOSE workshop 1 ½ days	*Planned events* 1-1 mentoring/ coaching sessions	CHOSE workshop 1 ½ days
Cost	Learning via Moodle is **free.** Mentoring Formal learning largely in-house	Require a venue Cost of Internal Trainer Moodle for planning	Require a venue Cost of Internal Trainer	*Event costs* Mentoring/ coaching	Require a venue Cost of Internal Trainer

Sample CHOSE Programme

Confidence:

Use skills developed at the one and a half day CHOSE workshop to analyse and create your personal development path online

Hope:

CHOSE Workshop: Half a day spent crafting your role; practicing planning and decision making skills. 1 hour online to finalise your goals and create an action plan

Optimism:

CHOSE Workshop: During the full day of the workshop, identify your personal strengths and develop mindfulness skills– enhance your ability to do what you do best, every day

Subjective well–being:

Build relationships at work; identify mentoring and coaching opportunities, focus on rebalancing your life

Emotional Intelligence:

CHOSE Workshop: During the full day of the workshop, build: self–awareness, self–management, self–motivation, empathy and social skills

What	Timescale	Measure	Resources/costs
Phase 1:			
The CHOSE Programme: (1 ½ day workshop) **High impact delivery aimed at re-engagement, enabling staff to create and manage own development paths**	Jan–April	Firefly Freedom (behavioural measure): Has this brief intervention begun the process of re-engagement?	Staff time for workshop attendance, training room hire where none available
Phase 2: (Informed by the types of staff development identified and requested by CHOSE participants)			
Modular, role specific training– individually tailored by personal development plans from CHOSE **IN CONJUNCTION WITH Access to Moodle training via internal servers**	Jan– ongoing	Pre- and post-module evaluations (skill measure): have desired skills been developed?	1 hour staff time per week for online CPD development Cross-departmental trainer input to online course development
CPD undertaken by all staff	Jan– ongoing	Annual CPD declaration meets required hours (sampling to check evidence)	CPD training opportunities identification of informal learning opportunities
Succession Planning	Jan– ongoing	Succession candidates identified and development plans implemented	Training, mentoring, coaching, job shadowing
Phase 3:			
Measurable improvement in individual competencies	April– ongoing	Appraisal process, self-reports of confidence in ability, management reports: staffing resource relevant to strategic requirements	Part of relevant staff roles

Resources

- Moodle– mostly ready, some development needed

- CHOSE Workshop group training: 1 and a half days employee time per each participant

- Up to 1 hour a week online training/ development time per programme participant

- Venues and refreshments

Core Assumptions

- People that "can" will want to dedicate time and energy to working toward a **positive** work environment

- People with responsibility for others will endeavour to model positive behaviour by actively participating in the programme

- There will be cynicism and resistance, due to past negative experiences, moderated by altering norm

Expected Outcomes

- We will define ourselves as an organisation that is working toward practicing positive behaviour

- There will be a measurable reduction in individual's negative factors and an improvement in positive factors, with benefit to the organisation as a whole

- The majority of employees will be actively self-driven to follow CPD and/or succession planning pathways

"Something made greater by ourselves
and in turn that makes us greater."

– Maya Angelou (1977)