

Elevating Performance using

C O M P A S S I O N

ppma
VIRTUAL CONFERENCE
10:00-15:30
20TH SEPTEMBER 2023

 HR EsQue
Putting the EQ back into HR



Michelle Harte
Facilitator

Context is important- who are you serving? What is your 'Why'?



1.



3.



2.



What we will cover

1

Compassionate Leadership and its relationship with Performance

2

The ELEVATE Model

3

Books and Links

4

Stay in touch



The role of leaders is to truly listen to those they lead, to genuinely strive to understand the challenges they face, to feel with them – to empathise with them, and to take responsibility for helping them deliver the high-quality care they wish to deliver. It takes courage and strength to commit to being a compassionate and collective leader – much more so than choosing the opt-out of command and control. It can also be the light that streams in and our legacy for the future.

Professor Michael West

4

‘Compassionate leadership consists of treating those you lead with compassion in all situations and creating a culture of compassion that supports the flourishing of everyone within that culture’.

Centre for compassionate Leadership

What is Compassionate Leadership?



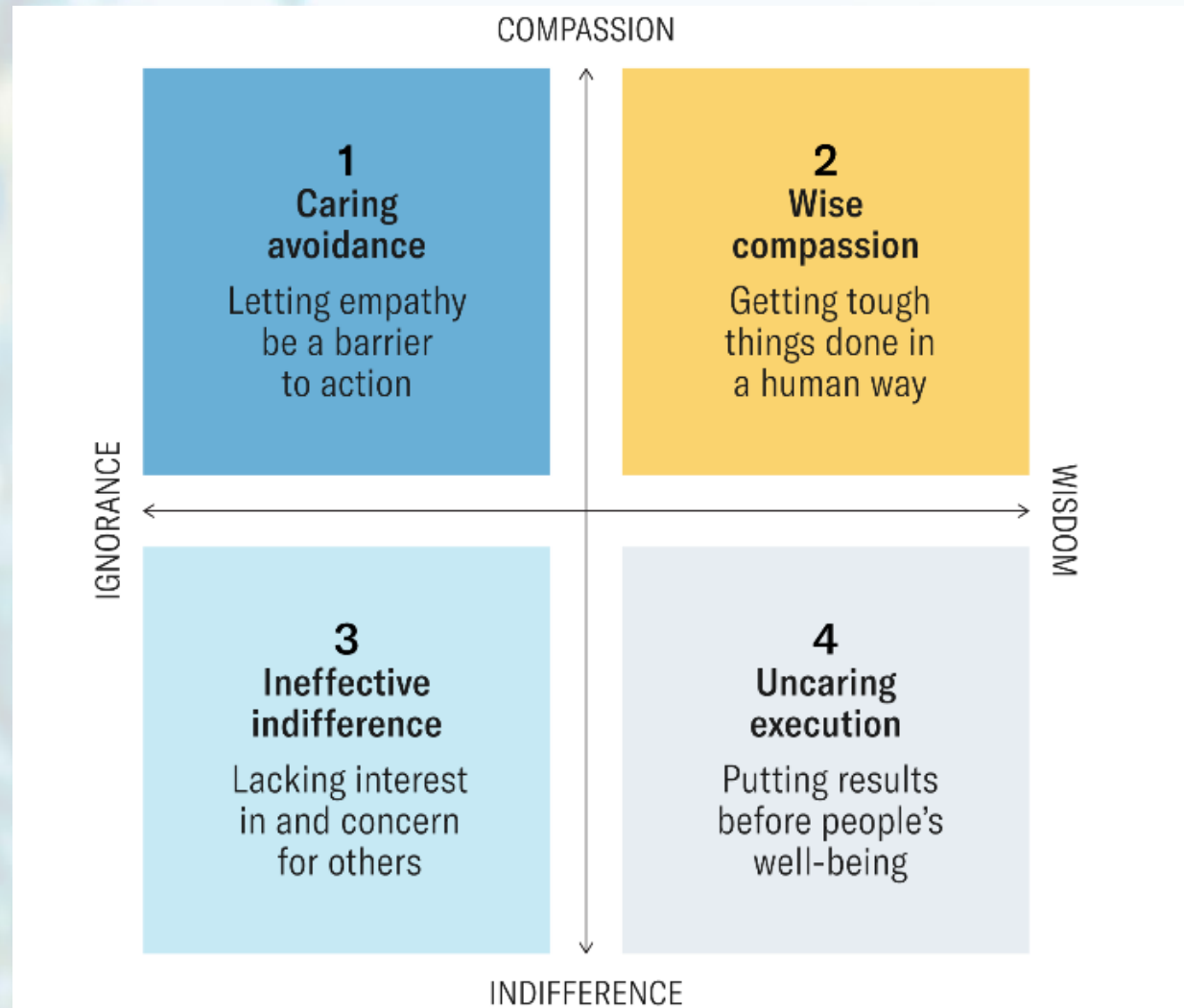
‘a sensitivity to the suffering of self and others with a deep commitment to try to relieve and prevent it’.

Professor Paul Gilbert

Lots of myths floating around...

Compassionate Leadership requires honesty and requires candour





Source: Rasmus Hougaard

HBR

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Compassion is Action

Compassion Goes Beyond Sympathy and Empathy



Source: Potential Project



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What does a Compassionate Leader look like?



Introspective

Examines their beliefs to consider how their actions affect the world around them



Acts w/ a Purpose

Makes choices that align with a commitment to have a positive impact on important issues



Thinks Critically

Explores a topic from all angles before making a well-thought-out decision



Empathetic

Connects to feelings outside their own by viewing concepts through the lens of another



Collaborates Openly

Embraces the inspiration and participation of others by accepting new ideas and perspectives



A Team Player

Works well in a team and engages their peers by leveraging their unique, individual skill sets



Inspires Peers

Sets a positive example for the people around them



Hopeful & Optimistic

Stays positive and committed to achieving their goal



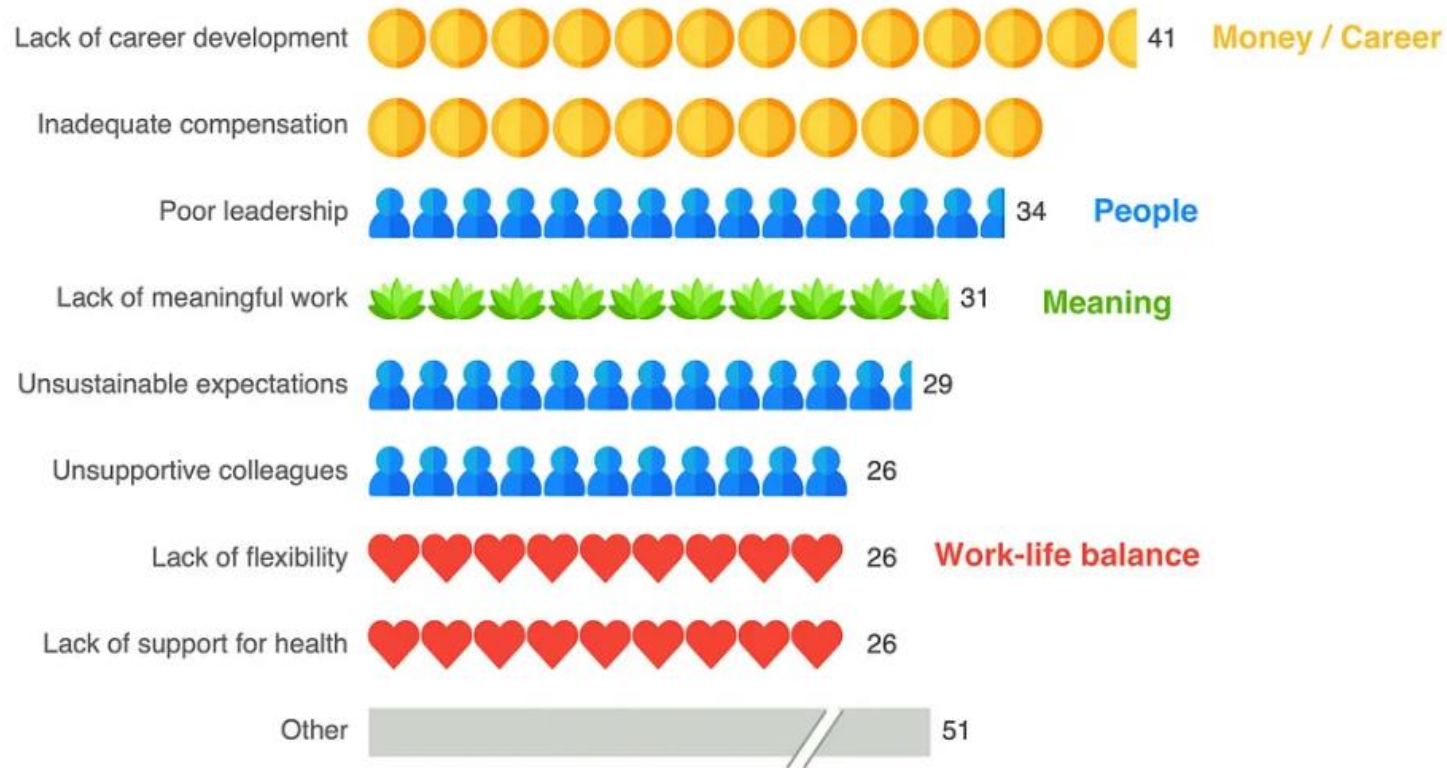
Adaptable & Resilient

Embraces challenges and overcomes setbacks

Source: Jane Goodall Institute

Why do people leave jobs?

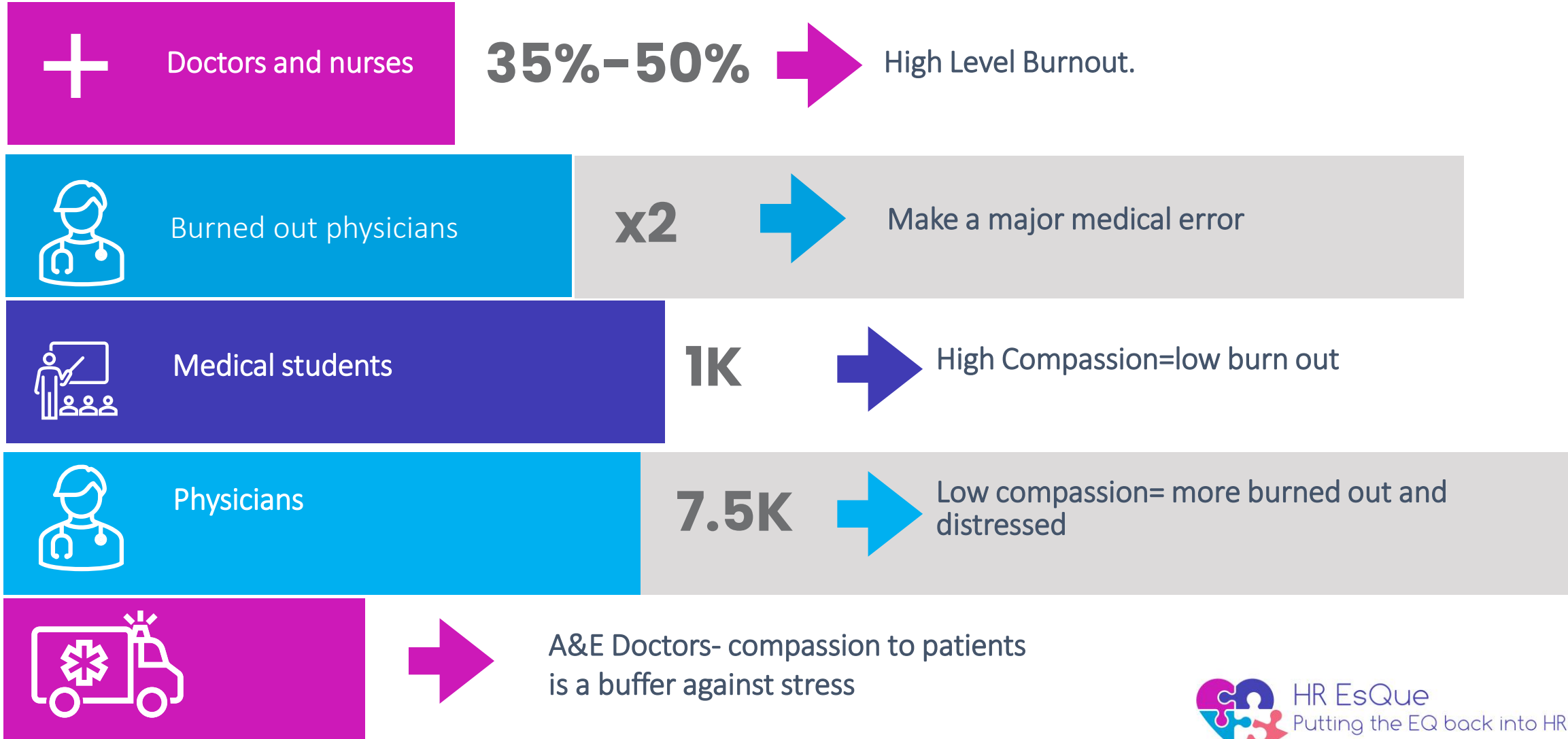
Top reasons for quitting previous job, Apr 2021–Apr 2022, %



Source: Subset of respondents from McKinsey's 2022 Great Attrition, Great Attraction 2.0 global survey (n = 13,382), including those currently employed and planning to leave (n = 4,939), those currently employed and planning to stay (n = 7,439), and those who quit their previous primary jobs between Apr 2021 and Apr 2022 (n = 1,154)

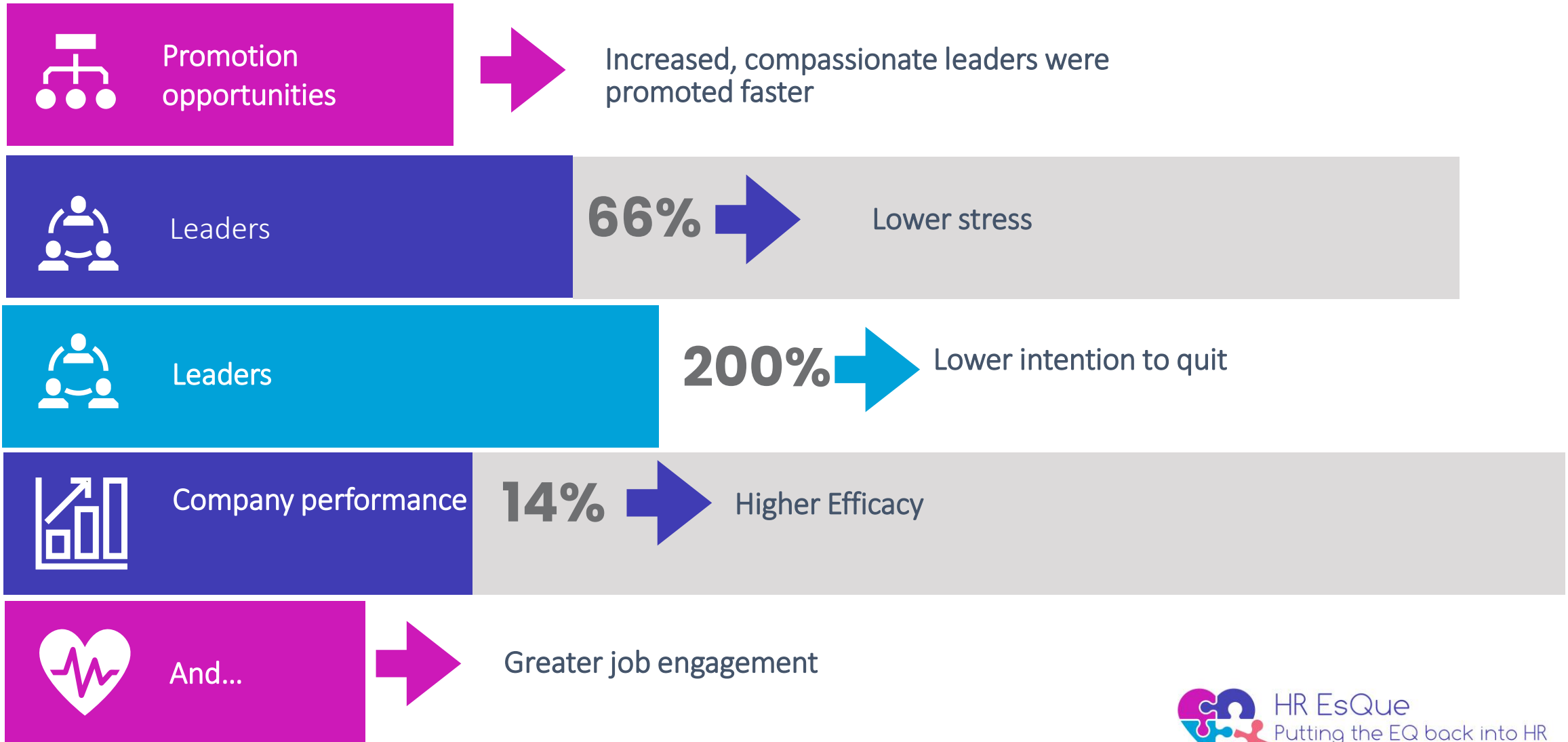
The Business Case- NHS

West, 2021



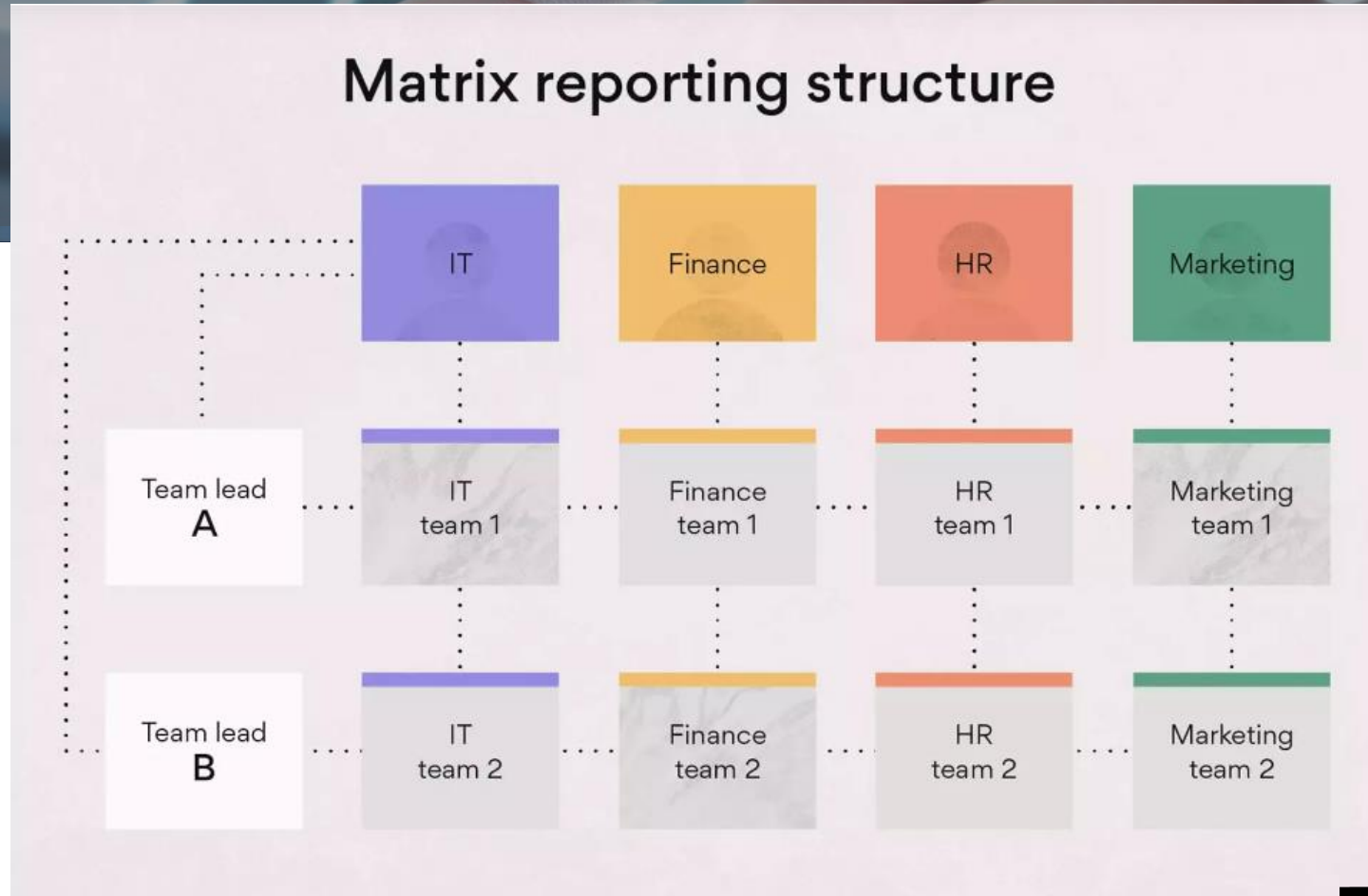
The Findings

Hougaard and Carter 2022



Organisations designed for speed and efficiency

Matrix reporting structure



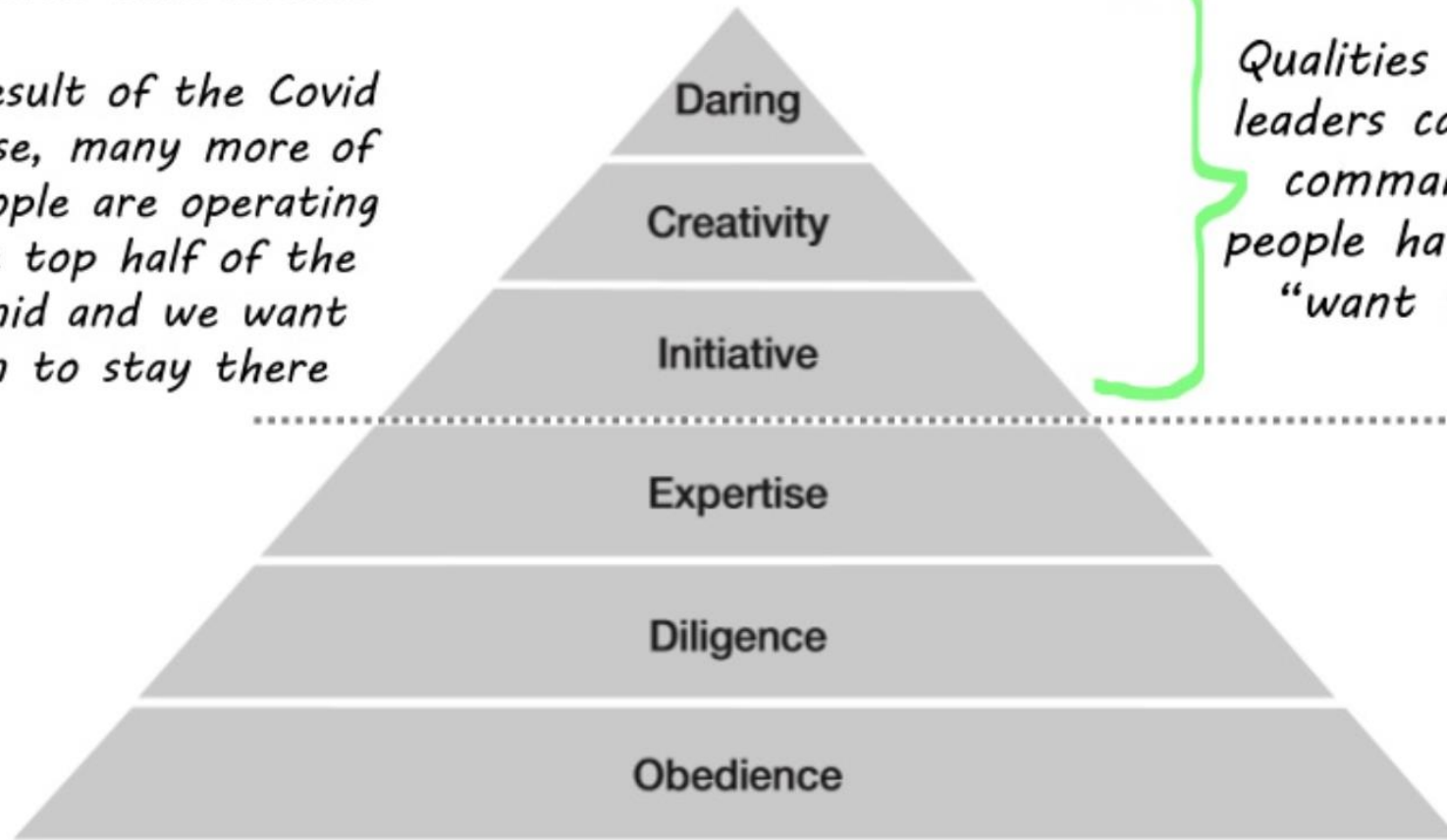
Connection is vital



Source: Asana

The hierarchy of capabilities: the further up the pyramid people go, the more we “humanise” the organisation and maximise the contribution everyone can make

As a result of the Covid response, many more of our people are operating in the top half of the pyramid and we want them to stay there



Qualities that leaders cannot command: people have to “want to”

14%

Qualities that leaders can expect and command

Source of model: Gary Hamel, Michele Zanini (2020)

Appraisals however still look the same

- Often once a year
- Sometimes with interims
- Not responsive to change
- Often a paper-chasing exercise

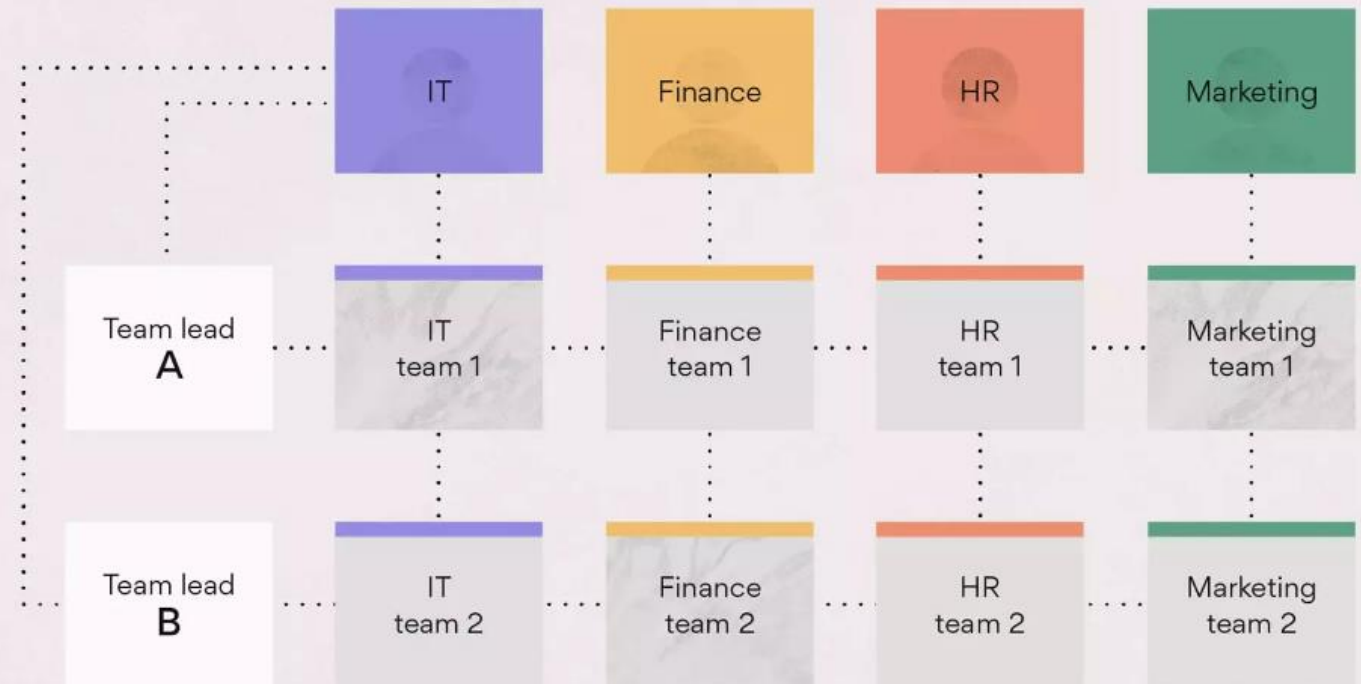


- Largely historically based
- Can be a negative experience
- Very hierarchical/silo
- Largely individual focused than team

Could it look different?



Matrix reporting structure



We may not be there yet...

Some suggestions:

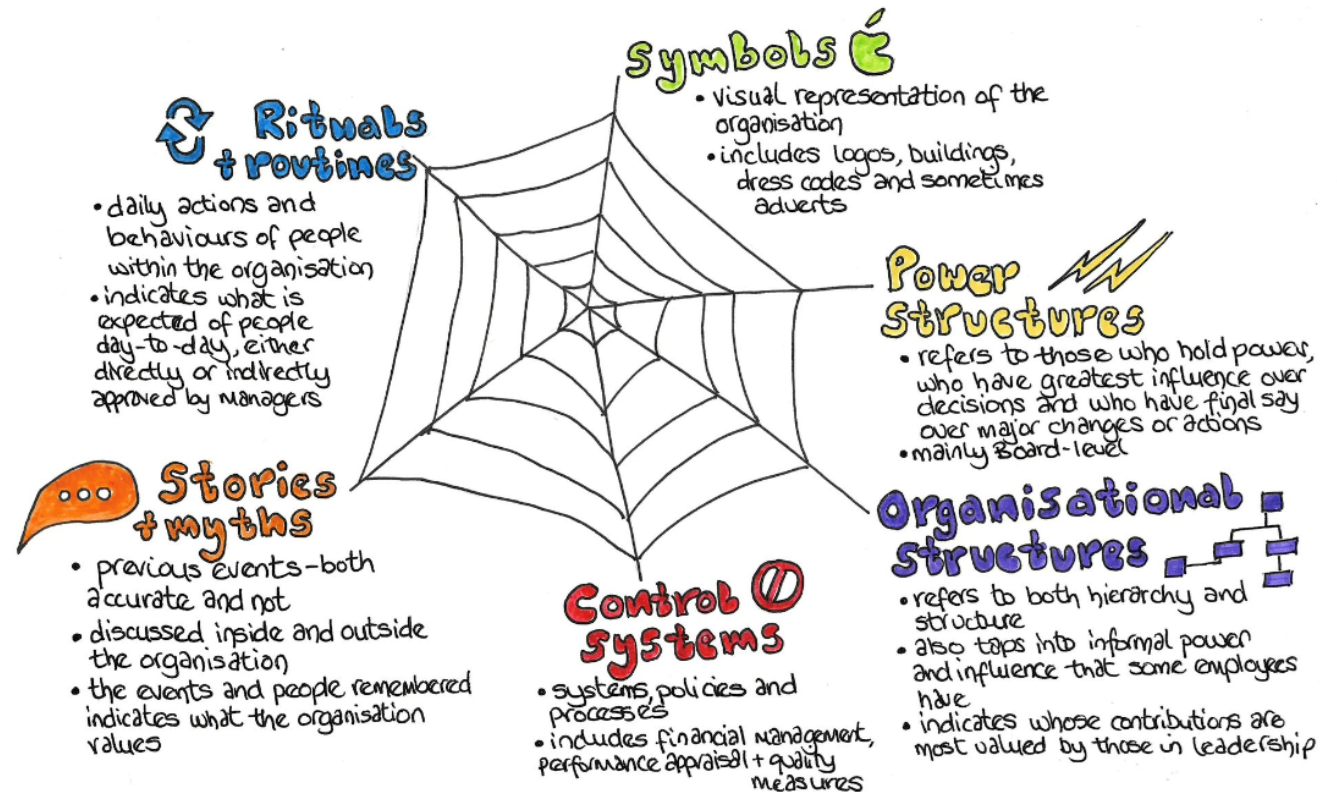
- Regular stand-ups to ensure the team understands the wider picture and what their colleagues are working on
- When setting objectives, start with the team- can they get together and think about their objectives and identify what they need to do drawing from each other in order to achieve.
- A focus in appraisal discussions as a collegiate with the leaders' role being 'how can I help you?' , 'what blockers can I remove?' 'How can I make you feel more enabled?'
- Ditch the annual approach, regular discussions.

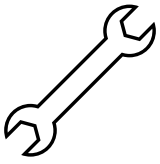


Business Blockers and Enablers

JOHNSON & SCHOLES' CULTURE WEB

sketchnote by Hayley Lewis @haypsych





ELEVATE MODEL

Make a big impact on your workforce culture in **7** steps

1. EMPATHISE

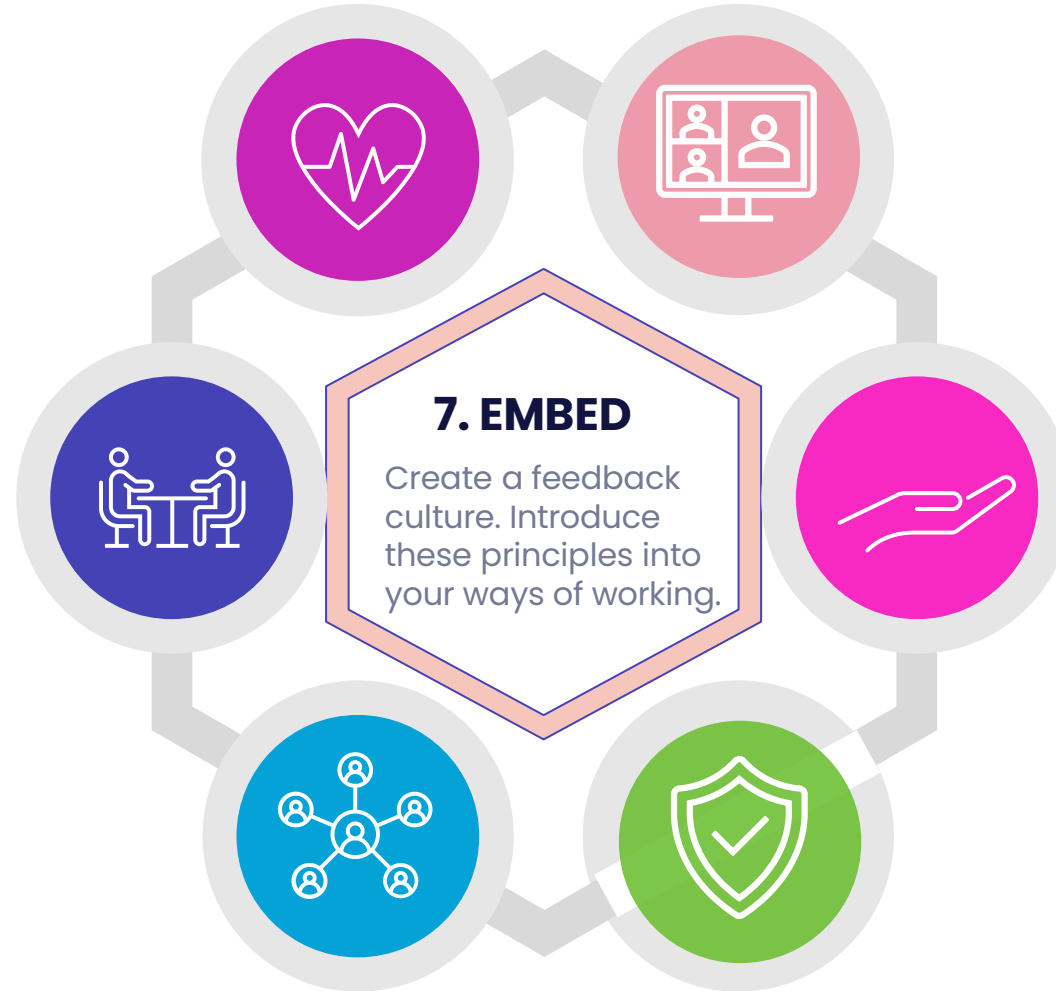
It starts with you. SHOW you understand and show your own vulnerability.

2. LISTEN

Bring those coaching techniques into play. Avoid giving advice.

3. ENGAGE

Provide the opportunity for people to express how they feel and importantly respond.



4. VISIBLE

Be visible and ensure others' visibility by recognising team members. Be inclusive and get involved.

5. APPRECIATION

Devote your working time to enabling and supporting. Value other people's efforts (not just ability).

6. TRUST

Act with integrity, confidentiality and support. Build a psychologically safe environment.

Step 1:

E

Is for Empathise



Psychological Safety

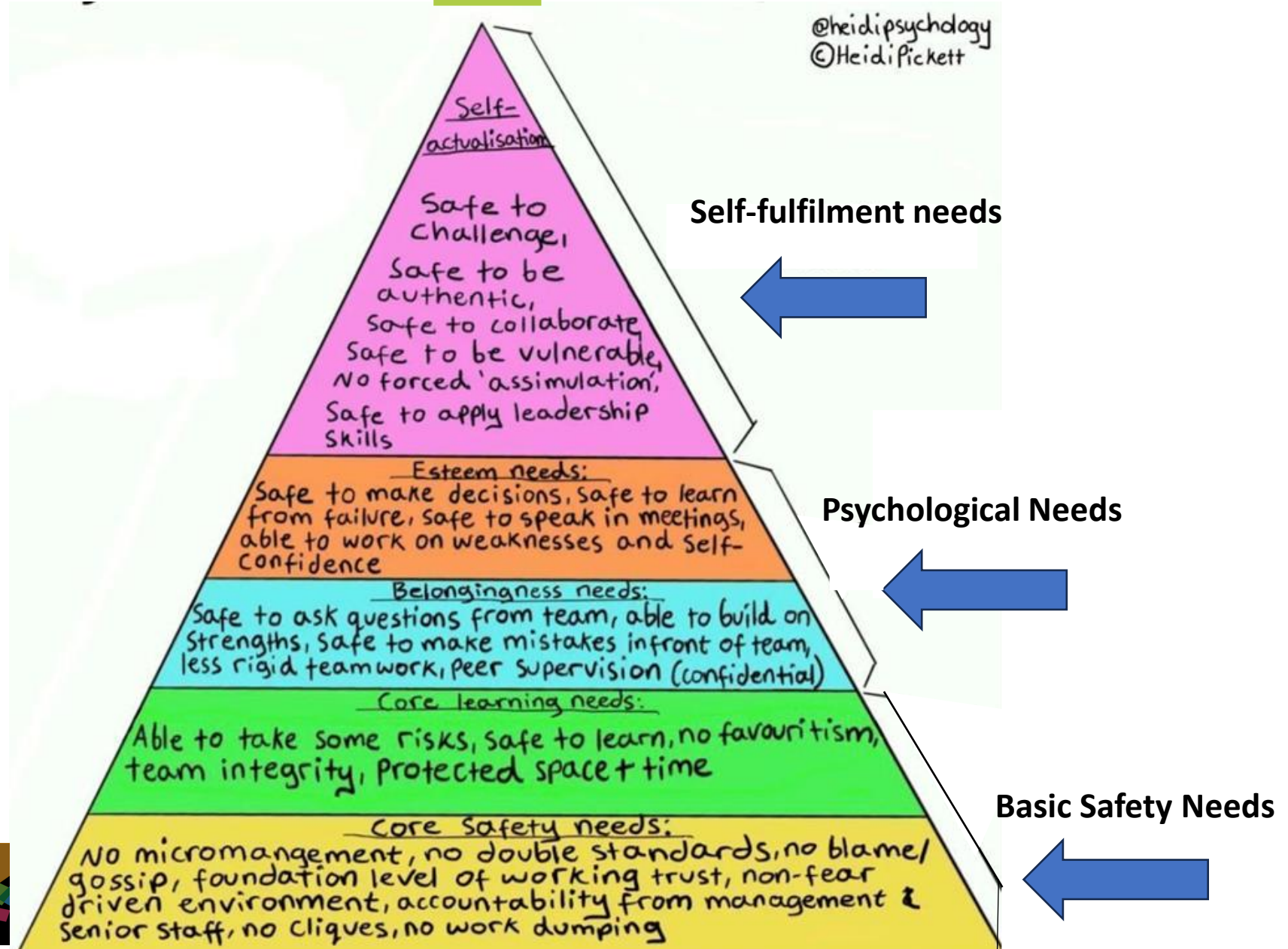
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The compassionate person wants to do more than merely be in the car travelling with us. They also want to help service the car, tune the engine, put the best fuel in it, update the map, clear the road in front of any obstacles, and ensure we are well rested, well fed and gave everything we need to tackle the difficult journey in front of us.'

Steven Hargreaves



Psychological Safety Hierarchy of Needs

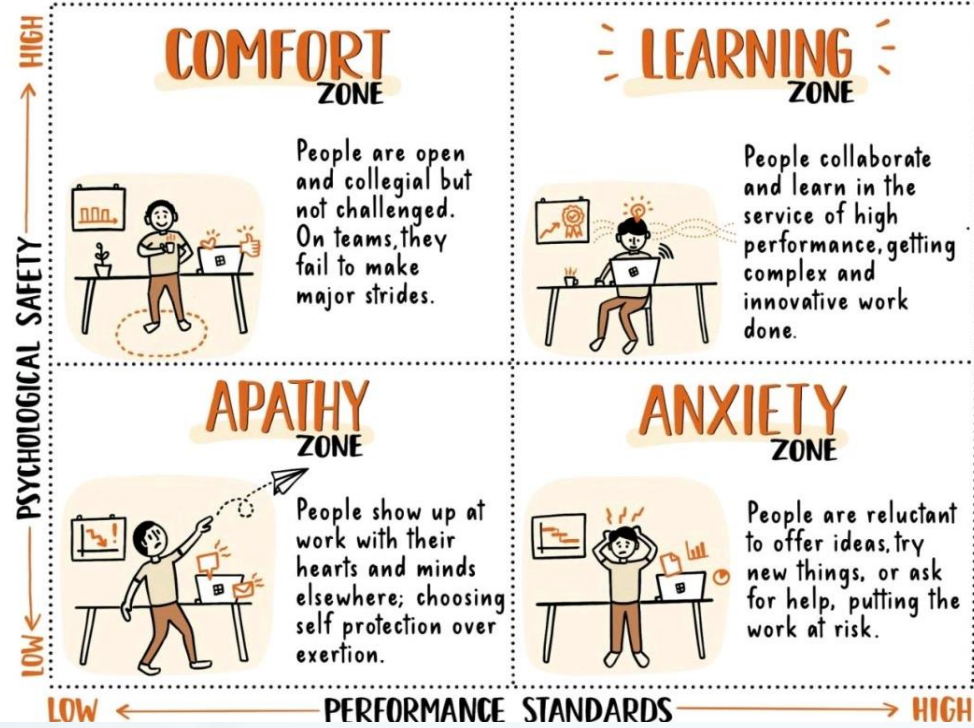


Psychological Safety



HOW
psychological safety
RELATES TO PERFORMANCE STANDARDS

AMY EDMONDSON



14%

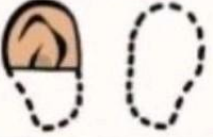

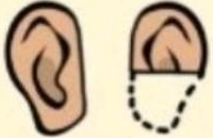


Step 1:

Is for Listen

L



LEVELS OF LISTENING

NOT LISTENING (superficial)	Ignoring what's being said or distracted while listening (eg. on your phone)	
LISTENING TO SPEAK	Preparing what you're going to say, waiting to interrupt and tell your story.	
LISTENING TO EVALUATE	Judging what's being said against your existing frame of reference. "Do I agree? What's incorrect here?"	
LISTENING TO EMPATHISE	Listening to understand not only what's being said, but what's not said, how the speaker feels and what they need.	
LISTENING AS ONE (Deep listening)	Binary of speaker/listener collapses and you go beyond understanding to knowing the other. No effort is needed. (Think deep, late night chats under the moon.)	

Words: @holidayphillips Art: @sylviaaduckworth

The Role of Self Belief



Step 3:

E

Is for Engage



Diversity and Inclusion

We all have different self-care needs

Physical Sleep Stretching Walking Exercise Nutrition Yoga	Emotional Stress Management Coping Skills Compassion Therapy Journaling	Social Boundaries Support System Positive Social Media Communication Friends	Spiritual Time Alone Meditation Prayer Nature Sacred Space
Personal Hobbies Creativity Goals Identity Authenticity	Space Safety Healthy Environment Stability Clean Space	Financial Saving Budgeting Money Management Paying Bills Boundaries	Work Time Management Work Boundaries Breaks

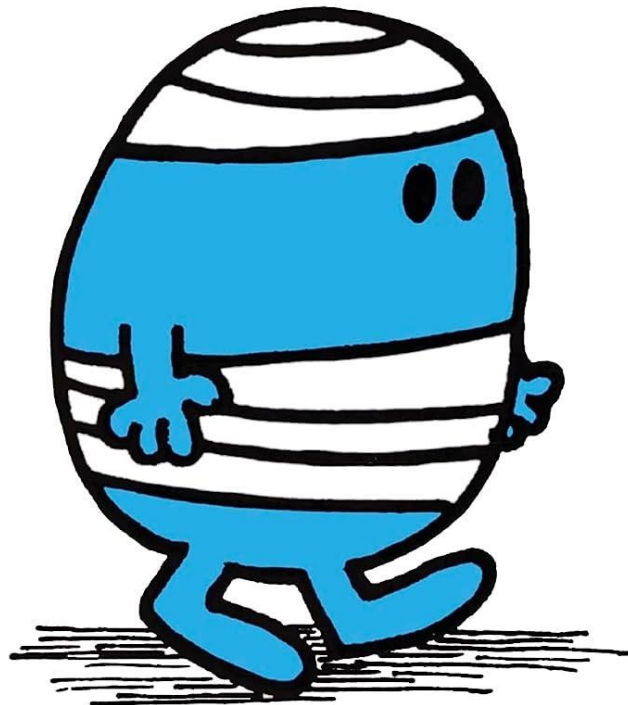
BlessingManifesting



Not all jobs suit all people

MR. BUMP

By Roger Hargreaves



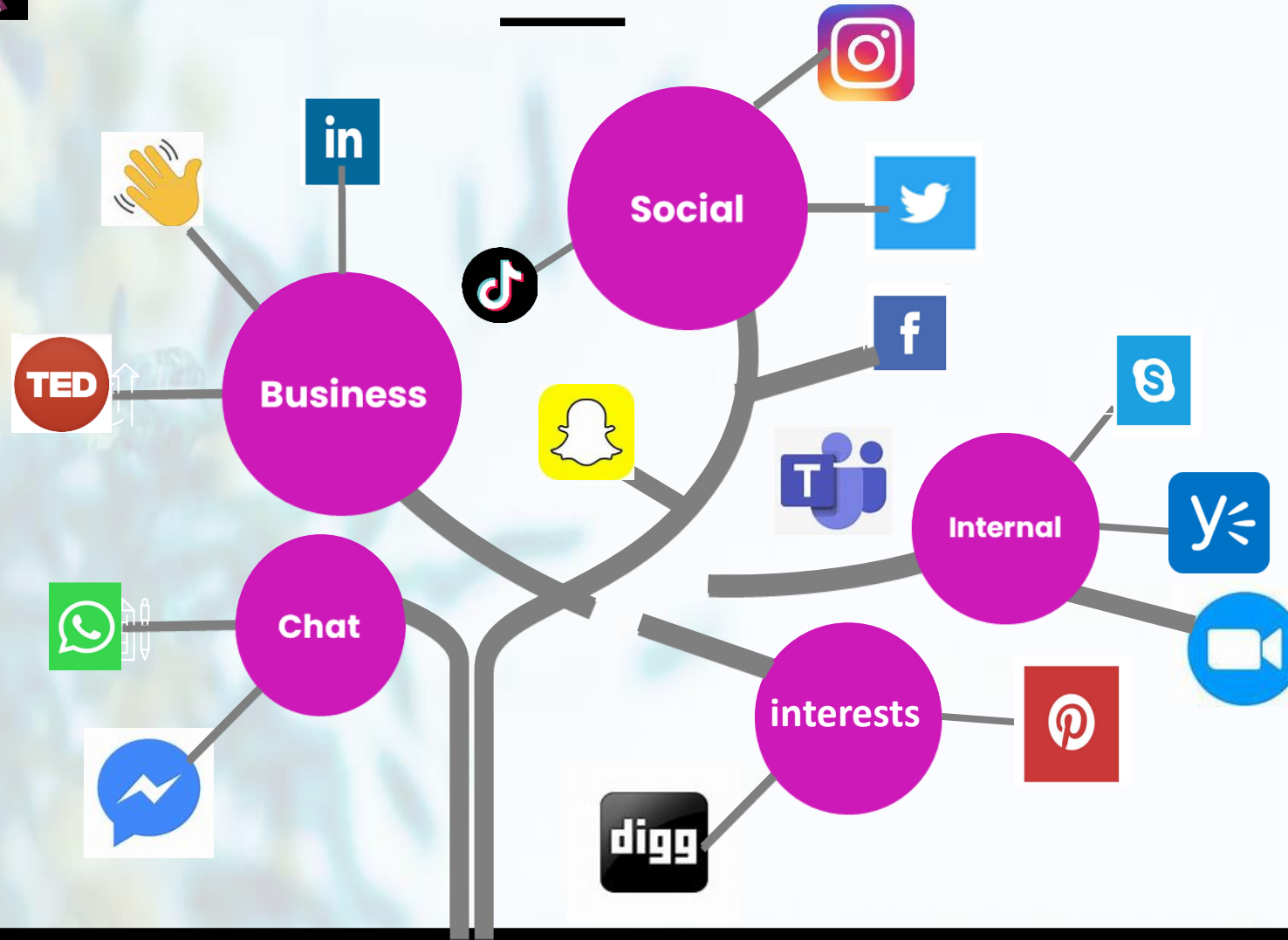
Step 4:

V

Is for Visible



Virtual Communication

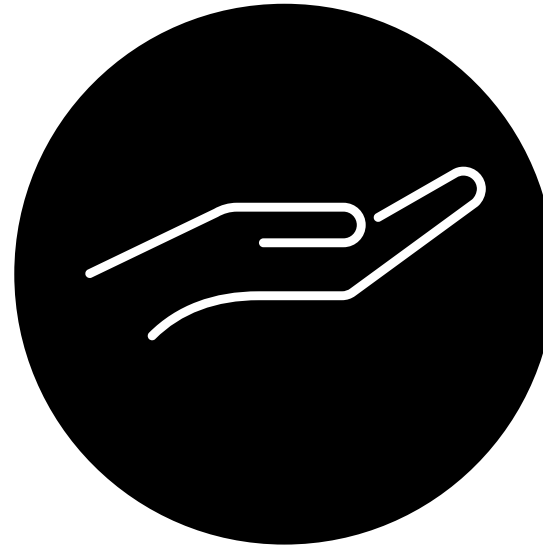


Exercise: Can you name them all ?

Step 5:

A

Is for Appreciation



Tips for Recognising Others

**1****Only give it when it is earned**

Don't dilute it, preserve your standards and theirs.

3**Make it genuine and sincere**

Through your words, intonation and physiology.

5**Routinely encourage**

Use handwritten notes, emails or meetings to show appreciation and effort.

2**Never ration it**

Don't defeat an employee's spirit, initiative and drive.

4**Institutionalise it**




Make rewarding a ceremony to show the team what you value.

6**Care- not money- affects hearts**

When people feel good their performance reflects it.

Source: Chief Executive

The AID model can help us give effective feedback

 Action	 Impact	 Do
What I saw was...	It had the effect of...	A suggestion for the future might be...
What I noticed was...	It caused...	I would encourage you to... (next time)
What I observed was...	The impact it had on me/the task/the process was...	What I would have liked...

Step 6:



Is for Trust



Permissions

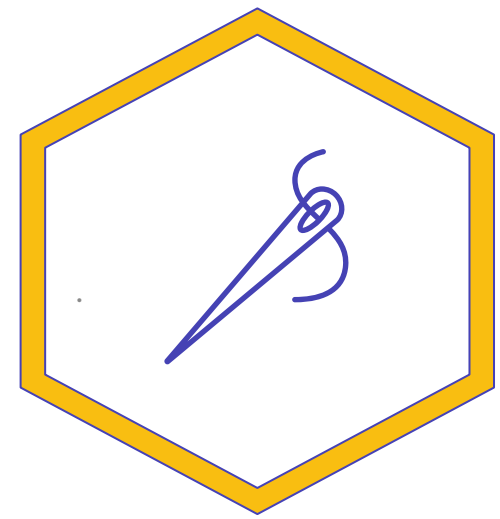
 <p>PERMISSION TO make a mistake</p>	 <p>PERMISSION TO take a risk</p>	 <p>PERMISSION TO not know...yet!</p>
 <p>PERMISSION TO ask for help</p>	 <p>PERMISSION TO play and be silly</p>	 <p>PERMISSION TO try again & again</p>
 <p>PERMISSION TO try something new</p>	 <p>PERMISSION TO step outside your comfort zone</p>	 <p>PERMISSION TO fail & learn</p>
 <p>PERMISSION TO feel the fear and do it anyway</p>	 <p>PERMISSION TO start again</p>	 <p>PERMISSION TO challenge yourself</p>
 <p>PERMISSION TO feel frustrated & keep going</p>	 <p>PERMISSION TO be keener</p>	 <p>PERMISSION TO keep going even when it is difficult</p>
 <p>PERMISSION TO trust the process</p>	 <p>PERMISSION TO go to plan 'B' (and 'c', 'd', 'e'...)</p>	 <p>PERMISSION TO be inspired by others' success</p>
 <p>PERMISSION TO learn from mistakes</p>	 <p>PERMISSION TO be less than perfect</p>	 <p>PERMISSION TO fail miserably (& learn magnificently)</p>

Free download: northstarpaths.com Kristin Wiens @kwiens 62

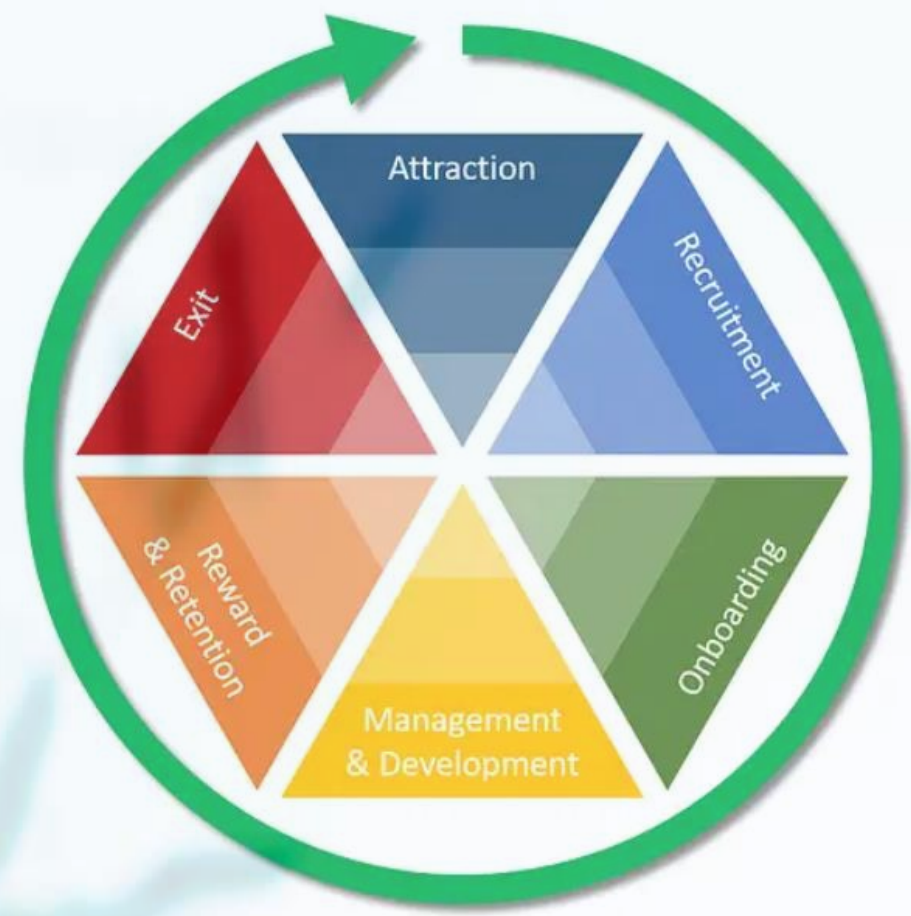
Step 7:

E

Is for Embed



The Employment Life Cycle





Books

Bradley, A. (2020) *The Human Moment, The Positive Power of Compassion in the Workplace*. London: LID Publishing Ltd.

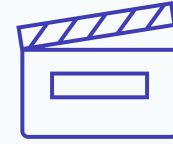
Hargreaves, S. (2021) *The Compassionate Leader's Playbook. How to lead with compassion and ensure your people thrive*.

Hougaard, R; Carter J. (2022) *Compassionate Leadership, How to do hard things in a Human Way*. UK: TJ Books Ltd.

Merchant, N. (2017) *The Power of Onlyness., Make your Wild Ideas Mighty Enough to Dent the world*; Penguin Books.

West, M. (2021) *Compassionate Leadership Sustaining Wisdom, Humanity and Presence in Health and Social Care*. UK: The Swirling Leaf Press

Links



[Cady Coleman – Team Building \(from 5.05 minutes\)](#)

[Professor Michael West: Leadership in today's NHS – YouTube](#)

[Start the Week - Care and compassion - BBC Sounds](#)

[Stephen Trzeciak: Healthcare's compassion crisis | TED Talk](#)

[Murray Furlong: A call for compassionate performance management - HRreview](#)

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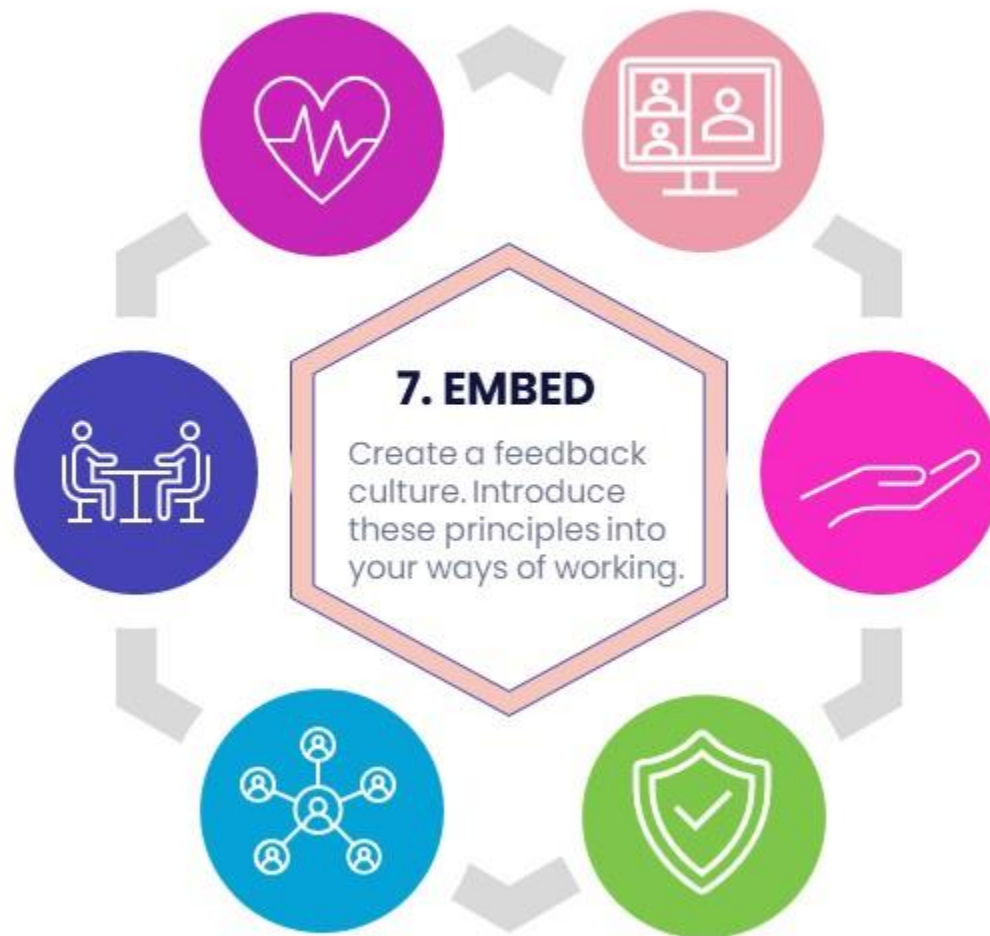
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Online Products:




Products About Contact

🔍 📧 1

7 under-used secrets of Compassionate Leadership that everyone should know to engage their people and elevate performance.

C₃ O₁ M₃ P₃ A₁ S₁ S₁ I₁ O₁ N₁




Michelle Harte
Facilitator

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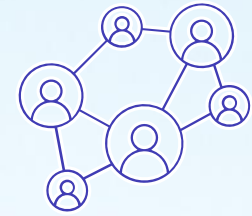
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