

Brochure



Established 1989

A Selection of Our Clients:

Barclays Bank

British Broadcasting Corporation (BBC) Network Radio

Birkbeck College – University of London

Brent Borough Council

Career Track International

Department of Health

Ealing Borough Council

Greenwich Borough Council

Greater London Authority

Heart of England Foundation (NHS) Trust

Lewisham Borough Council

NHS Executive

Portsmouth Hospitals (NHS) Trust

South Central Strategic Health Authority

Royal College of Nursing

Tomorrow's People

West Yorkshire Strategic Health Authority

West Midlands Strategic Health Authority

International

CitizensBank, Jamaica West Indies

Public Finance Management - USA

Qatar University (Middle East)

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Our Purpose:

The purpose of Beacon Organisational Development is to enable people and organisations to transform their leadership, vision, creativity and intelligence. Leadership development, enhanced communication and strategic thinking underpin our purpose. The company operates with the following **beliefs**:

- We believe that the key to organisational success lies in leadership that channels ego needs away from the self into the larger goal of building great organisations. Leadership that builds enduring greatness through the deployment of Emotional Capital¹ and Personal Strengths combined with setting up successors for success.
- Organisations perform well and more profitably when people are empowered and developed to take responsibility for the quality of products, services and the success of the organisation.
- Organisations can only withstand the turbulence of change when employees are developed to understand: the compelling vision of the organisation, the current situation of the organisation, thinking ahead of the game, the link of the organisational culture to the vision, what the organisation is best at in products and services, the critical success factors, team work and excellent relationships with internal and external stakeholders.
- People and organisations have the capacity to grow and transform when attention is given to:
 - Paying attention to what creates excellence and confronting the facts
 - Translating the complex to the simple, with effectiveness and efficiency
 - Managing performance and giving formative feedback
 - Creating a culture of discipline, customer care, integrity, probity and appreciation
 - Engaging in developmental processes that lead to the transition of transformational designs and services
- We are convinced that organisations can be supported to think strategically by:
 - Developing an inspiring vision for the future
 - Analysing the current situation and reviewing the past
 - Planning to take strategic interventions to bring about the vision
 - Assessing obstacles that might get in the way and planning how to overcome those obstacles
 - Reviewing what works well and what needs to be transformed
 - Investing in leadership development and rolling out leadership development across the organisation
 - Developing teams and team concepts throughout the organisation.

¹ Newman, Martyn (2009) Emotional Capitalist: The New Leaders

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Our Values

- **Always seeking to understand the needs of the organisation by carrying out needs analysis prior to designing development interventions**
- Engagement with clients to develop a compelling vision of the future and seeing the full picture
- Application of Smart Coaching process to develop Emotional Capital
- Focus on enabling people to understand their work preferences and personal fit within teams and organisations
- Focus on success, star performance and knowing what is necessary for success
- Review of key outcomes and evaluation of milestones
- Commitment to the development of leadership and personal development
- Practice good listening and giving formative feedback
- Show live examples of quality and equality
- Build appreciation, trust and value for each other

The Company works with Public Sector and Private Sector organisations on:

- Executive Coaching
- One day Emotional Capital Workshops
- Creating and Sustaining High Performing Teams
- Leadership and Performance Development
- Personal and Career Development
- Transforming Meetings
- Psychometric Profiling
- Leading Diversity
- **Accreditation of Coaches – Emotional Capital Certification Programme**

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The Company has a successful track record, including:

- (1) Development of a National Demonstration Programme 1993 – 1998 Leadership, Career and Personal Development for the NHS Executive. Followed by NHS Regional Programmes 1998 – 2006. Mentoring to the NHS National Breaking Through Programme 2006 – present.
- (2) Inaugural Mentoring and Career Development Programme for BBC Network Radio 1994 – 1997.
- (3) National Training Award 1996 – Government Office of London.
- (4) Business Excellence Award 1996– European Federation of Black Women’s Business Owners.
- (5) Consultancy and Training Award 1996 – American Express.
- (6) Improving Employee Potential Award 1997 – British Diversity Award. New Impact.
- (7) Diversity Pioneer of the Decade – British Diversity Awards 2001.
- (8) Special Honours Pioneer Award 1999 – Windrush Awards. New Impact.
- (9) The Company's Managing Director, Neslyn Watson-Druée, received an MBE for the development of Nursing Leadership in the 1999 New Year's Honours List; the Millennium Nurse Special Recognition Award 1999; Fellowship of the Royal College of Nursing 2001. Doctor of Birmingham City and Bradford Universities; Fellowship of City and Guilds London Institute 2005.

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Executive Coaching

Coaching is essentially an interactive process where the coach guides and facilitates a client's progress towards defined goals. Coaching is unlocking a client's potential to maximise his/her own performance. It helps a client to learn in contrast to teaching the client.

Our Models are:

Emotional Capital Smart Coach² - Smart Coaching Process

Thomas Crane – Transformational Coaching

Nancy Kline – Thinking Environment^{TM3}

Until now, there has been no cost-effective way of rolling out leadership coaching throughout an entire organisation. **Emotional Capital Smart-Coach Delivering a Compelling Return on Investment**

- Smart-Coach^{TM4} combines the best of seminars and one-one-one coaching
- Smart Tips to assist you practicing your skills
- Smart questions, observations and a process for you to journal your progress
- Goal setting and tracking
- Access to the complete 7-Module Programme to build your emotional capital
- Delivers measurable ROI, visible in both individual & group progress reports

You can also **track your improvement** using the 'snapshot' questionnaire at the start & end of the coaching programme.

The Thinking EnvironmentTM Coaching (developed by Nancy Kline⁵) has been described by coaching experts as the most effective client-centred coaching method on the market. It puts the independent thinking of the client first in its aims. This method allows clients truly to think for themselves: to go beyond dependence on the coach's views, guidance or analysis; and to come up with ideas, directions, understanding and solutions for themselves that can be staggeringly accurate and imaginative.

Most coaching processes claim to teach coaches how to help clients find their own answers and directions. The Thinking EnvironmentTM coaching process actually delivers that expertise. The process is underpinned by advanced coaching skills and review of the assumptions that shape a client's life through ideas, work, relationships and feelings.

The Thinking EnvironmentTM Coaching is central to getting the best from a client, replacing assumptions that are stagnating or damaging the client's life, with liberating assumptions that lift the client into new

² Newman, Martyn (2009) Emotional Capitalist: The New Leaders

³ Kline, Nancy (1999) Time To Think: Listening to ignite the human mind

⁴ RocheMartin

⁵. Kline, Nancy (2009) More Time To Think: A way of being in the world.

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levels of joy and meaning. Through Thinking Environment™ coaching, the limiting assumption is examined objectively to determine whether it is true; a liberating true alternative is found that frees the client from the limiting assumption.

An incisive question, then, replaces the limiting assumption. It usually begins with “If you knew” followed by the liberating assumption. So for example, if your limiting assumption is: “It is difficult for me to succeed at,” a liberating assumption could be: “I have unlimited capacity to grow and develop”. The Incisive Question, then, would be presented: “If you knew that you had unlimited capacity to grow and develop, how you would go about succeeding at....?”
The coach then lets the individual’s heart and mind explore those possibilities.

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Right inside an Incisive Question lies the liberation of the human mind.

Helen Ellis.

*To be able to listen - really, wholly, passively, self-effacingly listen -
Without presupposing, classifying, improving, controverting, evaluating,
approving or disapproving, without duelling with what is being said,
without rehearsing the rebuttal in advance, without free associating
to portions of what is being said so that succeeding portions are not heard at all –
Such listening is rare.*

Maslow⁶

Career development/transition coaching is for individuals needing and/or wanting movement from their current position. Career coaching helps individuals to utilise their strengths, to see where they may have blind spots and to identify a course of action.

⁶ Maslow - Taoism and Receptivity

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The Emotional Capital Workshop

This one-day workshop and accompanying workbook is designed to accelerate the practice of emotional intelligent leadership. Building Emotional Capital is the key to attracting, retaining the very best talent. The workshop focuses on narrative descriptions of the leadership behaviours associated with emotional intelligence, coaching strategies for developing emotionally intelligent leadership, and an action plan for designing a personal blue print to build emotional capital.

The Aims of the Workshop:

- To uncover the science behind emotional intelligence & emotional capital
- To learn the emotional & social skills that drive effective leadership
- To assess & build your own emotional intelligence and leadership success

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The Structure of the Workshop

Session 1- Introductions

EQ Background

Self-Reliance, Straightforwardness

Break

Session 2 - Optimism, Self-Actualization, Self-Confidence

Lunch

Session 3- Relationship Skills, Empathy, Adaptability

Session 4 - Reviewing the profile of an Emotional Capital Report

Break

Session 5 - Self-Knowing, Self-Control

Evaluation

Creating and Sustaining High Performing Teams

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*“If you don’t do it excellently, don’t do it at all.
Because if it is not excellent, it won’t be profitable
or fun, and if you are not in business for profit or fun or
profit, what the hell are you doing there?”*

- Robert Townsend, Up the Organization

Teamwork is one of the most important things in organisations. When an organisation works together, it raises the overall output and employee efficiency. We take the guessing out of team work with the aid of Margerison-McCann Team Development Profile and the Drexler/Sibbett Team Performance Model.

The Team Margerison-McCann Team Management Profile addresses issues such as: How do you prefer to approach the world of work? What are your major and related roles on the Team Management Wheel? Where are the gaps on the team map?

Effective leaders use team building tools to ensure teamwork, employee retention, and financial growth.



⁷ Margerison - McCann Team Performance Model

⁷ Team Management Systems Development International

A selection of exploratory themes:

- What is the Purpose of the team? What is critical for team success? What are the key roles?
- What are the key relationships? Review of team commitment and synergy for implementation
- How are teams utilising resources? What is needed to create higher quality solutions?
- How aware are team members of each other's preferences, leadership and decision making styles? How might the team maximise its strengths and address its areas for development?
- How creative is the team? Who does what? When? Where? To what effect?
- Where are the blind spots within the team? How balanced is the team? How might the team improve productivity through more flexible approaches and utilise the team's knowledge and skills? What will be done to bring about a culture that addresses the confidence of everyone?
- Are team members' interpersonal communication and skills advancing or hindering the team?
- How skilled is the team in resolving conflicts, giving and receiving feedback?

Leadership – Creating the environment for people to be their best

Beacon assists organisations and client groups with targeted learning experience that explores the role that individual leaders play in creating and sustaining organisational success. A range of tools is employed to enhance insights and help clients to maximise organisational effectiveness, implement vital changes with minimal disruption, overcome diverse external challenges and nurture promising leaders.

Leaders are enabled to develop clarity on the vision and direction of travel of the organisation, assess what is necessary for peak performance and develop a bespoke programme to maximise the leadership with focus on the vision for the future, leadership perspectives, review of the organisational culture, communication and performance improvement.

Beacon uses Benchmark a psychometric tool, to assess leadership skills and perspectives from which feedback is given on meeting job challenges, leading people, respecting self and others and issues that can stall a career. In addition, attention is given to performance improvement as outlined below:



- **Planning** work and setting expectations?
- **Monitoring** continuous performance?
- **Developing** the capacity to perform?
- Periodically **rating** performance in a summary fashion, and
- **Rewarding** good

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performance?

Indicative Questions:

- How would the organisation like to be? What is the compelling story and how would the organisation describe itself? What are the values and culture of the organisation?
- How is the organisation listening to its customers, stakeholders and staff?
- What is driving the economic engine of the organisation? What is the organisation being best at?
- Where are the gaps between how the organisation would like to be and where it is now?
- What are the organisation's competitors doing that the organisation should be doing but is not doing?
- Does the organisation have the capacity and the capability to take it to where it wants to be?
- Does everyone know the direction of the organisation and exactly what is expected of them?
- Are reporting lines clearly defined? Do the objectives set reflect the organisation's requirements?
- How clear are the organisation's processes? Review your current process, asking:
 - Could this process be improved?
 - Could we improve efficiency by cutting down the number of steps?
 - How could we speed up the process?
 - Why is each person involved? Do they add value to the process?
- How open/closed is the culture? Do the culture and sub-cultures need to be changed?
- Are teams created with different skills, experience and personalities to complement and support each other?
- How well are conflicts identified and resolved?
- Where are the difficulties in the organisation? How are teams and individuals changing and adapting to what is needed for the future?

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Psychometric Profiling:

Please follow the link to see examples of psychometric report profiles and description of psychometric assessments:

http://beaconorganisationaldevelopment.com/?page_id=11

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Personal and Career Development

What do you want from life? What do you want to attract in your life? What will be your story for the future? Do you know your personal skills, competencies, interests, values and beliefs?

How clear are your life and career goals?

What have you learnt from the risks you have taken in your life and your career? What are the payoffs?

What action do you need to take to forward personal and career development?

What is limiting your personal and career progress?

What are the difficult questions that you need to address in your personal life and your career?

"If you don't know where you are going, you may end up somewhere else and the disappointment is you may not even know that you have arrived."

Personal development is a life-long process. Career development is more than a 'one-off activity' it is a continuous assessment of your personal and work needs.

Discipline is necessary in planning your career, for, by failing to plan, you are planning to fail. Unless you have an understanding of what you want from work or a career you may find yourself drifting from job to job without any real purpose or progress.

Beacon gives individual coaching to address important questions such as:

- What do you want out of life? Where are you going? How much money do you want to earn? What do you want to accomplish during your life time? What are your values? What gives you joy? Are you living the life that is centred on what gives you joy?
- What will you put into work to do a good job, and by what standards do you want to work?
- How will you know that you are making progress or getting what you want? What will you do if you are not making progress?
- What do you need to do in order to maintain healthy? Will your current job sustain and maintain your health? How will you know when your health and energy levels are low?
- What recreation do you want inside and outside of work?
- How might you go about addressing these problems? Do you need to go and talk to people in order to open up opportunities for you?
- How will your home environment, friends and relationships support you in your chosen career or work? **Where are your support networks?**
- Will you be able to sustain your integrity in your work or career? How will you sort out problems when they arise?
- **What are the most crucial issues to be addressed in your career and life?**
- What will be your success plan of action for getting what you want?

People who are in the top 10% of their chosen field of work are never unemployed. Beacon enables you towards to the top 10% through coaching supported with a range of psychometric profiles.

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Transforming Meetings in a *Thinking Environment*[™]

“The art of communication is the language of leadership.”

- James Humes

A client's response:

“Beacon Organisational Development unlocks the potential of the individual and groups through the fine art of communication with an understanding of group dynamics and laser-like thinking processes; all together these add to powerful self-expression, clarity of expectations and excellent outcomes.”

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Transforming Meetings

Everyone wants the best possible results from meetings. The best results regarding decisions and actions are dependent on the quality of the thinking that is done by members within the meeting. Among the ten components of a Thinking Environment,[™] four of the components are crucial, they are:

Attention – Giving uninterrupted attention to the person speaking. This attention is based on interest in people's thinking, and on the assumption that they are intelligent, valuable and worth each other's time. In exchange for knowing that they will not be interrupted, people agree to be succinct.

Equality – Ensuring that each person has a frequent, uninterrupted turn to speak. This is accomplished best because of its phenomenal generative effect, through the practice of systematic rounds in which everyone speaks without interruption before there is open discussion.

Appreciation – Building on what is good; when meetings begin with a positive reflection on the work of the group, and end with reflection on what the meeting has accomplished as well as what people respect about each other, thinking stays at a high level.

Incisive questions – Freeing people to think in new directions; this is done best by identifying untrue assumptions that are limiting people's thinking, and formulating precise questions containing *true liberating assumptions*. **Asking incisive questions raises thinking to a new level. Staying aware of what is good keep new ideas flowing.**

A Thinking Environment[™] enables the transformation of meetings by providing the space for people to think for themselves with rigour, imagination and courage. The agenda is handled in a shorter time, positive assessment is made of the group's work, and each person is allowed uninterrupted expression of a thought, even in fierce debate. Unexamined assumptions that might limit thinking are explored, for example, (1) what might we be assuming that could limit our thinking on this issue? (2) If we were assuming something more liberating, what new ideas would occur to us?

The outcomes and quality of a meeting are enhanced by the quality of the thinking.

Engage Beacon Organisational Development to add value to the facilitation of your meetings.
Facilitation and Advanced Facilitation Skills

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Beacon Organisational Development supports organisations and people to address challenging situations through advanced facilitation skills. Beacon offers competence with tools for: managing conflict, including mediating in a one-to-one conflict, generating ideas, planning, dealing with problem-solving and sabotage, working with large groups, process observation and feedback.

Intensive 2 day facilitation Programme:

This two day facilitation skills programme is designed to develop the skills and competence of those who are new to facilitation or for internal consultants who may be required to facilitate groups and teams.

By the end of the **Facilitation Skills** course participants will be able to:

- Understand the purpose of facilitation
- Know the 5 stages in facilitation
- Link the application of learning styles and facilitation
- Review Facilitation tools
- Design, plan and deliver facilitation
- Monitor, review and give feedback on facilitation

Session1	Welcome - Clarification of expectations
Session 2	Stages in a facilitation
Session 3	Introduction to a Thinking Environment™
Session 4	The purpose of facilitation
Session 5	Assessment and Design
Session 6	Feedback on the selected facilitation assignment What needs to be refined?
Session 7	Understanding the difference between content and process
Session 8	The five stages of facilitation
Session 9	Facilitation tools
Session 10	Learning styles
Session 11	Managing a facilitation, Individual planning, Group Process
Session 13	Monitoring Facilitation Group Processes and
Session 14	Evaluation

Advanced Facilitation

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This is a two day programme designed to enable senior executives and internal consultants who need to facilitate groups. This practical course aims to provide an opportunity for facilitators to explore a range of tools and techniques, gain feedback in practice sessions and build increased confidence in dealing with challenging situations.

By the end of the **Advanced Facilitation Skills** course participants will be able to:

- Explore more tools and techniques in facilitation
- Practise a range of situations and receive feedback
- Practise a range of tools for managing large groups
- Gain greater insight into the do and don'ts of facilitation
- Use facilitation skills in challenging situations
- Use tools to manage other facilitators.

Session 1

- Tools for managing a client

Session 2

- Tools for managing conflict

Session 3

- Tools for planning

Session 4

- Tools for deciding

Session 5

- Tools for problem-solving and managing sabotage

Session 6

- Tools for process observation and feedback

Session 7

- Tools for working with large groups

Session 8

- Tools for managing other facilitators