

The Baobab Centre
Inspiring potential and growth



Winter 2006 Newsletter

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Autumn 2006

Dear Colleague

Summer holidays are over and we are back at work full of new ideas for the future.

At the Baobab Centre we have had a busy summer, revamping our website and working on new services to support you in your workplace. The summer culminated in our Open Day celebrating our three years in business and we were delighted to spend time with some of you in a more informal setting. Thank you to all those who attended.

This autumn we have two new services to offer. The first is the human resource support which we introduced in our last newsletter. As part of the service we are holding a series of forums where Human Resource or Personnel Managers, Managing Directors or other managers with a responsibility for employees can meet and discuss issues pertinent to them. If you have not received information about the first forum in November and would like to attend, please ring us on 01904 559755 or email us on office@baobabcentre.com.

The second of the new services is to support staff from skilled professional or technical backgrounds who are promoted to managerial positions without management training. This service originated in the Health and Social Services, its benefits apply to other organisations and further details can be found later in this newsletter.

For those of you who did not attend the Open Day and did not get a chance to meet the team, I am pleased to provide below the names and titles of our core team. Should you have any questions or queries, please do not hesitate to contact any one of them through our office on 01904 559755 or by email at office@baobabcentre.com.

Gayle-Anne Drury
Nicola Neath
Rob Ma'aye

Director of Relational Support and Development
Business and Communication Development Manager
Marketing and Communications Officer

Our next newsletter will be in January, so we would like to take this opportunity of wishing you the very best for the festive season!

Yours sincerely

Manar Matusiak

Age Discrimination
A forum for Managing Directors, Human Resource Directors and
Managers responsible for personnel and human resources

The new legislation, Employment Equality (Age) Regulations 2006, came into effect in October of this year.

It means that:

- employees cannot be dismissed for being too old or too young, as long as they are under 65;
- employees will have the right to request that they work beyond age 65;
- employers will have to give their employees six months notice of when they expect them to retire;
- ageist recruiting practices are to be outlawed, including asking a person's age; and
- employers will have to treat all employees equally when it comes to training, regardless of age.

The Baobab Centre is holding a forum on 28 November for those who wish to discuss how this legislation might affect their organisation.

Some questions you might like to explore at the forum could be:

- when can retirement before 65 be 'objectively justified'?
- Which words can be considered ageist in job advertising?
- How does this affect businesses who target certain age groups?
- How will this law affect statutory sickness pay or redundancies?
- How can you acknowledge length of service?
- How does this legislation affect small employers?

Some grey areas and questions will be decided through tribunal, as has been the experience in Ireland where the law came into effect in 1989; however, this forum gives you the chance to benefit from each others' experiences so far.

We at the Baobab Centre believe that providing an opportunity to share your views, opinions, thoughts and feelings with people who face the same challenges will be a significant resource in dealing with these changes.

Subsequent forums will be held around subjects chosen by those of you who attend as we are keen to address issues you consider most important.

For more information on the forum, please ring us on 01904 559755 or email at office@baobabcentre.com.

Investing in staff – preparing people for expanding team leader roles

Many organisations, regardless of size, experience the dilemma of wanting to develop staff by promoting them from skilled professional or technical positions to management positions without specific management training.

This is an experience which Sally Haylock, one of our new associates, had on many occasions when she worked within the NHS. During this time of change, especially for Primary Care Trusts (PCTs), Sally has found that although there have been adequate development opportunities nationally at the senior level, opportunities have not been the same for those emerging into leading roles within the NHS. This seems to be a neglected group and there is a need for a bottom-up approach to re-energise a staff group who may be struggling to meet the requirements of their new positions.

Sally's experience is that many of the leaders in the National Health Service come from clinical backgrounds, skilled in their chosen profession; however, they

have not always had the opportunities to attend management development or leadership training. Alternatively, there are those who may have gone to external programmes and then for a number of reasons not been able to put the new learning into practice. Many clinical leaders are responsible for large and often complex services, e.g., intermediate care for the elderly, which may be multi-agency and have large numbers of support staff attached to the team. These leaders can find themselves in a difficult position of trying to acquire and practice unfamiliar management skills, balance their time between clinical and management issues and deal with the conflict which can arise with other clinical colleagues who may not understand the demands and differences of the clinical leader role. The increasing demands on everyone requires a high level of effective team management.

Outside of the NHS, these are issues that pertain to many public and private organisations within the health and social services sectors, as well as voluntary and charitable organisations.

These are issues which growing organisations may experience, regardless of the nature or size of their business.

We are offering a team leader programme to assist individuals and organisations who face this change from a professional or skilled role to management roles. The programme is based upon modular ½ day sessions and action learning sets to cover:

Leadership

- What is leadership?
- Identifying your own style of leadership.
- Self-awareness and adaptability.
- Role of clinical leader.
- Managing the division of time spent on clinical and managerial responsibilities.

What motivates others

- Inspiring and empowering others.
- The context in which people work.

Providing support and supervision

- Working with seniors within the team.
- Developing and giving responsibility to seniors within the team.
- Establishing supervision systems.

Appraisal and personal development planning

Partnership and cross agency working

The programme detailed above is specific to NHS, clinical and social services staff. The Baobab Centre can offer a similar programme altered to meet the specific needs of individuals working in different organisational contexts.

The Baobab Centre also offers support in other subjects which individuals or organisations facing changes in roles may find useful. These include:

Assertiveness training
Leadership
Performance management
Team facilitation
Conflict resolution

For more information, please ring us on 01904 559755 and ask for our Marketing and Communications Officer, Rob Ma'aye.

Sally Haylock



Sally is an organisation development consultant with extensive experience working in the NHS, before leaving in early 2005 to become self-employed. Her early career

was spent as an Occupational Therapist; she then held a number of general management roles, giving her personal experience in making the change from a professional to a managerial role.

Over the last 12 years Sally has worked in training and organisational development where she has supported executives, senior management, clinicians and clinical teams with change and improvement initiatives in the acute health sector, community mental health sector and more recently in primary care.

Before becoming an independent Organisation Development Consultant, Sally was responsible for Organisation Development and Education in the East Leeds Primary Care Trust. She helped develop the TARGET education programme and protected learning time for GPs and practice staff. She also facilitated action-learning sets for clinical staff returning from external leadership programmes to help them put their new learning into practice. She represented the PCT with a clinical colleague in establishing the GP Appraisal scheme in Leeds.

Sally piloted effective multi-agency working between neighbourhood general practice, dentistry and pharmacy

for Leeds Health Authority before Primary Care groups were established. She collaborated in organising and delivering a certified programme on health service management covering leadership, motivation, influencing skills and team development. She has many years' experience in coaching individuals in the NHS.

Sally has a Masters Degree in Educational Studies and a Post Graduate Diploma in facilitation skills for organisational development and quality improvement in health care. More recently, she qualified as a 360 Degree feedback facilitator and trainer for Leadership Qualities Framework. She is a qualified and experienced Myers Briggs practitioner and holds a diploma in Neuro Linguistic Programming.

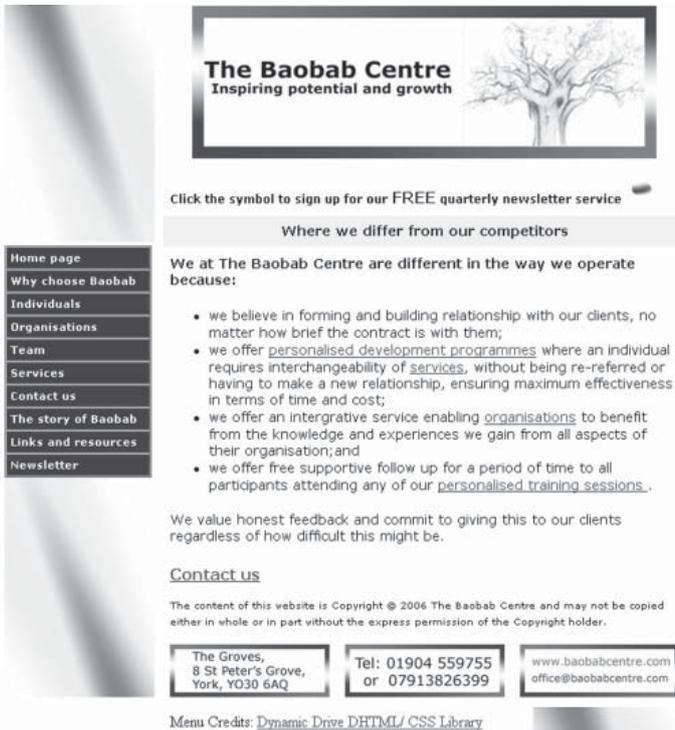
Her personal skills are founded on helping people at all levels in an organisation to explore their own strengths and to draw upon their potential in identifying new possibilities and goals. Her approach concentrates on the development of personal and interpersonal awareness, and matching individuals' aspirations to their organisation's goals.

Sally's professional background as an Occupational Therapist means she draws upon an extensive range of tools and techniques using creativity and fun, balanced with client-focused achievement of individual goals.

Her Master's research, aimed at identifying the components for successful multi-disciplinary and agency work, encouraged her interest in working with teams and groups and across agencies and helped develop an assessment tool for particular use with complex groups.

Website

In redesigning our website we sought to provide a site which would give you the information you would want quickly and easily.



We would be interested in hearing your views and suggestions on the further development of the site.

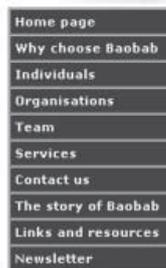
To offer us feedback please ring us on 01904 559755, email us at office@baobabcentre.com or click on the Contact us link:

http://www.baobabcentre.com/pages/contact_us.htm

We wanted to keep it free of information you would **not** want to wade through.

We hope you will find time to look at the site and that you will find it:

- simple;
- effective;
- informative;
- easy to navigate; and
- thought provoking.



Click the symbol to sign up for our FREE quarterly newsletter service

Philosophy

The Baobab Centre's philosophy is that relationships within the working environment are crucial to the efficiency, creativity and effectiveness of an organisation and the individuals within it.

Our people focused approach is designed to unleash and nourish the potential of individuals and teams, with the intention of helping organisations reach their desired outcomes.

The Baobab Centre works in a variety of ways to support and enable individuals and organisations in maximising the potential of employees and systems. This is done by working at three different levels:

- individual
- team
- organisational

The Baobab Centre keeps its profit margins low, enabling it to provide high quality services to as wide a range of employers and individuals as possible and to provide value for money. The Baobab Centre will not be pressurised to work for organisations that offer higher financial rewards, and favour organisations that mirror its core values of valuing individuals, focusing on building relationships and maintaining appropriate work/life balance.

Our services can be accessed by private individuals as well as organisations.

Contact us

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"Any one can hold the helm when the sea is calm."

Publilius Syrus (circa 85-43 BC)

"Far away there in the sunshine are my highest aspirations. I may not reach them, but I can look up and see their beauty, believe in them, and try to follow where they lead."

Louisa May Alcott

"If we are to achieve a richer culture, rich in contrasting values, we must recognize the whole gamut of human potentialities, and so weave a less arbitrary social fabric, one in which each diverse gift will find a fitting place."

Margaret Mead

"I've learned from experience that the greater part of our happiness or misery depends on our dispositions and not on our circumstances."

Martha Washington

"There are two ways of meeting difficulties. You alter the difficulties or you alter yourself to meet them."

Phyllis Bottome

These quotes are selected and offered as bite-sized thought provokers.

The Baobab Centre does not necessarily endorse the individuals quoted or agree with the statements offered.