

***Building a culture of
resilience, wellbeing and innovation
through compassion in work***

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What is Compassion?

“The pink and fluffy stuff?”

Compassion = understanding others
and taking action to improve their
circumstances

Positive Work Practices

Compassion = Improvement



WestYorks Police RPU @WYTP_RPU · 2h

Horbury Rd, Wakefield. Vehicle seized for no insurance yesterday. Driver living out of car. #luggagewalkofshame



Workplaces = Suffering!

(Kanov et al (2004); Dutton et al (2014); Moon et al (2016);
Worline and Dutton (2017))

“Suffering at work is a hidden cost to human capability.”

Worline and Dutton (2017)

“...employee suffering within an organization incurs considerable financial, psychological, and social costs.”

(Moon et al, 2016:84)

COMPASSION IN WORK

- Ethical and moral leadership
- Resilience
- Health outcomes
- Innovation
- Collaboration
- Trust
- Effectiveness
- Job satisfaction
- Organisational commitment
- Reduced turnover

= Improved wellbeing
and performance

Importance of Culture



Transformation Framework (Meechan 2016)

What is Culture?

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Shared values, assumptions, beliefs and practices...
Which impact on the behaviour of the organisation

Schein (1985)

“The way we do things around here”

Deal and Kennedy, 1982

What is Culture?

Primarily the result of 3 things:

- Behaviour of leaders
- Organisational values
- Organisational socialisation

(Schneider et al, 2017)

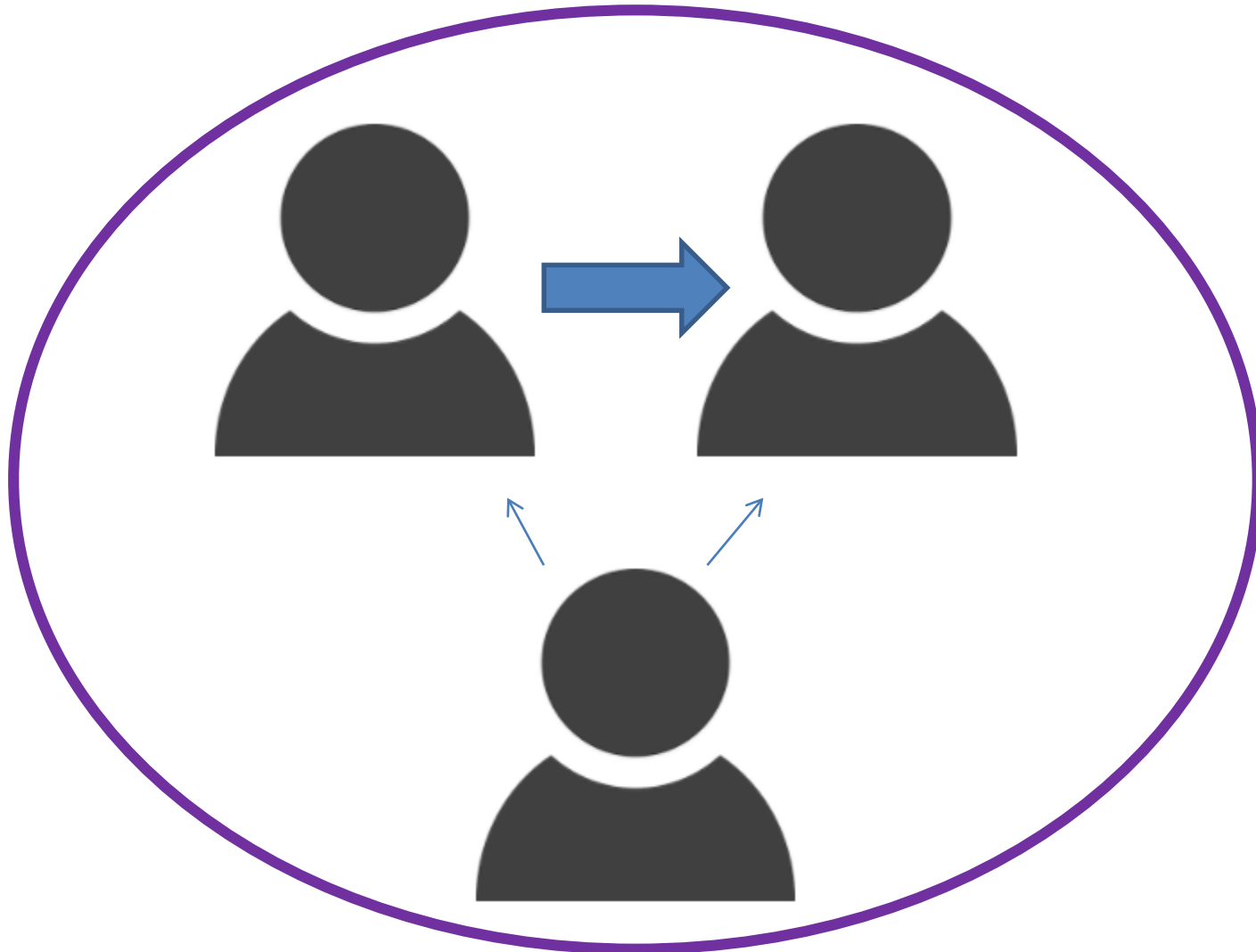
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(Schneider et al, 2017)

Benefits on 4 levels:



Challenge:

- Inequality
- Distrust
- Bullying
- Injustice
- Blame
- Micromanagement
- Self-interest
- Overload and network
- Authority gradient

Leaders

- Modelling
- Know your staff – their needs and skills
- Notice and respond
- Create the environment for engagement
- Develop a clear shared vision and purpose
- Set clear shared values
- Connect people to the vision, purpose and values
- Congruence and authenticity

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Values Alignment



Values



Cambridgeshire
Constabulary



Force values

- respect
- openness
- integrity
- trust
- innovation.

Policing principles

- Accountability
- Fairness
- Honesty
- Integrity
- Leadership
- Objectivity
- Openness
- Respect
- Selflessness



POLICE

- Professional
- Open
- Legitimate
- Innovative
- Collaborative
- Empowering

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Organisation

- Values based recruitment
- Induction
- Teamworking
- De-briefing/Supervision
- Learning and development
- Performance management process
- Promotion and reward/celebration

COMPASSION:

- Is about improvement
- Has multiple benefits!
- Generates a culture of:

RESILIENCE, WELLBEING AND INNOVATION

- Facilitates improved productivity and performance



TheKingsFund>

BRIEFING

Caring to change

How compassionate leadership can stimulate innovation in health care

Authors
Michael West
Regina Eckert
Ben Collins
Rachna Chowla

May 2017



Compassionate
Leadership
=
Innovation

www.roffeypark.com

MANCHESTER
1824

The University of Manchester

Launch of Compassion Toolkit

CONFERENCE

CREATING COMPASSIONATE
WORKPLACES

11-12 December 2017
at Roffey Park Institute



fjm

Questions?

Comments?

Feedback?

Chat and a
brew?

Critique?

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