

The Team Engagement Curriculum

A new **Future Skills** curriculum from **Working Voices**

- Supporting leaders
- Upskilling staff
- Enhancing company culture

Rebuilding trust and engagement by developing a culture fit for the 2020s.



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Social wellbeing

Building a strong company culture by improving trust, psychological safety, and engagement

Future communication

Helping people get the most from AI and create compelling narratives from data

Agile thinking

A dynamic approach to critical thinking helping people to be creative, collaborative and flexible

Leading through change

Helping leaders manage uncertainty while boosting motivation and company culture



A unique concept protecting ENGAGEMENT, productivity, and retention

Since 2008, multinationals have frequently urged their people to 'do more with less'. While this is an understandable response to a competitive world, it's just one of a set of challenges faced by employees in the Digital Age. Chipping away at motivation and resilience, these issues erode morale and fracture interpersonal relationships. Consequently, many clients are encountering problems with engagement, productivity, and retention that can be hard to understand and harder to resolve.

Through a process of systematic analysis, we gathered evidence on these issues and their deep-seated causes. At the same time, we sifted through published papers looking for patterns and explanations.

We came to a striking realisation. Our evidence came from multiple sources in academia and business. Yet in all of them, we found a common thread running through the criteria for motivated and effective teamwork. These similarities are rarely recognised and frequently overlooked.

TRANSFORMING EVIDENCE INTO A FUTURE-FOCUSED SOLUTION

The published evidence consistently reveals that **trust, belonging, respect, and psychological safety are the crucial elements of a successful culture that can reverse some of the damaging trends of recent times.** Inspired by these realisations, we developed a new approach to professional skills, and in particular wellbeing.

Wellbeing in the past has often been left to the whim of individuals. We believe that a **human-focused company culture** can develop wellbeing to the universal benefit of leaders, managers and their teams. This is social wellbeing, the bedrock that supports our coherent package of solutions featuring **new courses in future skills.** Renewing and protecting interpersonal relationships, they deliver a *sustainable* way of working.

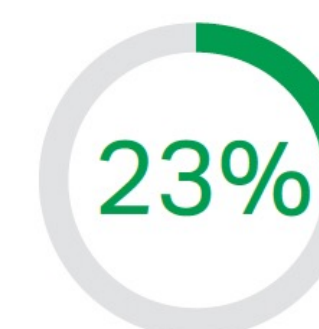
Our new Team Engagement concept offers new thinking on future skills, successfully tackles disengagement, and delivers a sustainable way of work.

WORLDWIDE PROBLEMS WITH ENGAGEMENT

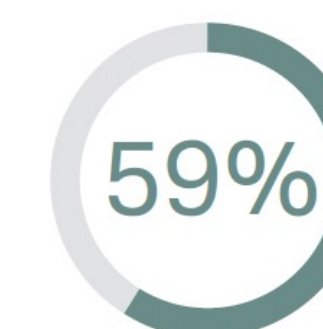
Employees are demotivated and disengaged, a trend that’s getting worse. According to global research by Gallup, **59% of employees are ‘quiet quitting’**, i.e. they are not engaged at work. We know that our clients are experiencing challenges such as:

- Lack of motivation / engagement / productivity
 - Managing fragmented teams in a hybrid environment
 - Fractured morale and a need to reimagine company culture
- }
 - Quiet quitting
 - Disengagement
 - Low retention

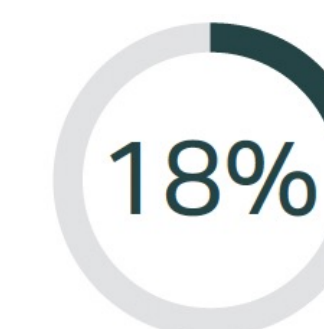
To boost engagement, leaders must **change the way their people communicate, with a focus on culture.**



Thriving at work
(Engaged)



Quiet quitting
(Not engaged)



Loud quitting
(Actively disengaged)

‘Quiet quitting’ employees know what they would change:

- **Culture: 41%**
- Pay and benefits: 28%
- Wellbeing: 16%

Gallup: State of the Global Workplace, 2022

PROVEN EVIDENCE FOR EFFECTIVE SOLUTIONS

Since 2020 **Working Voices** have been developing a unique future skills solution to problems with engagement. We began by looking at evidence from businesses, neuroscientists, and academics published over the last 30 years, such as:

- | | | | |
|-------------|---|---|---|
| 1995 | Paper by Roy Baumeister and Mark Leary | - | The need to belong is an ancient and deeply rooted motivation. |
| 1999 | Paper by Amy Edmondson | - | Trust helps team-members believe “that a team is safe for interpersonal risk-taking. ” |
| 2010 | Paper by Anita Woolley | - | ‘Collective intelligence’ is higher in teams whose members understand each other. |
| 2012 | Google’s Project Aristotle | - | Teams are consistently effective only when they incorporate psychological safety. |
| 2017 | Research by neuro-economist Dr Paul Zak | - | Better communication stimulates oxytocin , leading to stronger trust. |

CULTURE SHAPED BY TRUST AND RESPECT

Relying on our research, we're able to help our clients develop a **culture that motivates** people and enables a sustainable approach to energy – human energy.

Our evidence shows that collective **respect, belonging, and psychological safety** lead to a thriving workplace with stronger engagement, productivity, and retention.

To help organisations achieve this type of culture, we developed **future skills** in four key areas:

- **Leading Through Change** – navigating change, uncertainty and complexity with bounded optimism, and inspiring future leaders.
- **Future Communication** – improving our approach to AI, enhancing our shift towards skills in emotional intelligence, improving our ability to bring data to life, overcoming generational differences in the workplace.
- **Agile Thinking** – making strong decisions, understanding flexibility, applying data and knowledge, engaging creatively with problems and understanding how others think.
- **Social Wellbeing** – sustainable productivity through connection, collaboration, self-awareness and emotional intelligence.

The Team Engagement concept relies on skills in four themes:

**Leading
Through Change**

**Future
Communication**

Agile Thinking

Social Wellbeing

Courses listed under these headings were designed with leaders in mind but can be adapted for all levels where appropriate.



Leading Through Change

LEADING PEOPLE AND TEAMS

The leaders of the future will have to navigate complex and uncertain terrains. Transformations in technology, the environment, geopolitics, and social attitudes make resilience and a growth mindset vital. Optimism – acknowledging and dealing with threats while focusing on what can be achieved – is a key part of effective leadership. So too is the ability to grow the people around us into leaders in their own right, so that the leadership teams are supported and replenished by informed and motivated juniors.

BENEFITS

Culture of optimism and opportunity

Collective focus on steadying and developing the business

Initiative and resilience

Riding out crises, holding the line

Trust, morale and functional interaction

Greater stability, cohesion and retention

Leaders who continually learn

Developing a motivated workforce that believes it can thrive here

Our five **Leading Through Change** courses are:

01

Leading Through Change

02

Leading Through Complexity

03

Managing Uncertainty

04

Leading with Bounded Optimism

05

The Inclusive Leader – parts 1 & 2

WHY THIS COURSE?

To help you become better at communicating and managing change through understanding barriers, dealing with uncertainty, and engaging effectively with people. Also, to show you how to manage, conquer, and benefit from workplace pressure, turning it from a minus to a plus.

This course begins with two simple questions: what is change and how does it affect people? You will assess these as well as aligning the experience of change with the need for resilience. You will explore the notion of stress tolerance, learn to gain perspective and devise strategies for coping with pressure.

WHAT THE COURSE CONTAINS

The nature of change

Creating the right atmosphere for change to happen – preparing, planning, clear vision

The interpersonal and emotional

Managing the reactions that people naturally experience, understanding the change curve

Benefits to change

Leading means convincing, persuading, and engaging with opportunities to deliver tangible benefits

Stress triggers

Understanding stress triggers and knowing what to do to help solve these

Thinking better

Using a framework for making key decisions that will impact people, business and clients

WHY THIS COURSE?

From the impact of new legislation to unexpected market conditions, leaders regularly encounter complex circumstances. These may include conflicting evidence, deadline pressures, and incomplete data. Such moments feel like being lost in a maze. There will be a way out, but it can be hard to see. Only through a calm, rational approach to managing the available information, breaking the whole into manageable parts, can effective solutions be found.

In this course, leaders will learn appropriate responses to complexity, from immediate reactions to analysis and subsequent actions. They will discover a systematic approach they can rely on whatever the specific circumstances.

WHAT THE COURSE CONTAINS

The source of complexity

Understanding what's causing the complexity and unravelling the different parts in order to understand them better

Forecasting and anticipating

Complex situations often lead to confused and misunderstood outcomes – learning to see them ahead of time

Frames of reference

Exploring frames of reference to accommodate the disparity and fluidity of multiple possibilities

What to be aware of

Developing awareness of the signals that indicate a different way of operating may be necessary

Other people's perspectives

Learning how to integrate other people's perspectives rather than dismissing them

WHY THIS COURSE?

Volatile, Uncertain, Ambiguous and Complex (VUCA): this characterises the work outlook for a lot of people in the 2020s. Uncertainty can be damaging for progress if it's not correctly understood. This course helps people deal with high levels of uncertainty by tackling their own relationship with it. In exploring uncertainty, helpful tactics can be found and headway made, even when not all the necessary information is available.

Participants will learn how to develop a structure to help navigate decisions, how to communicate along the way, and to provide clarity and direction for teams and the business whilst in choppy waters. In this session, leaders will also address the unhelpful structures and management practices that may have led to uncertainty. Rethinking a better way to manage, in order to prepare in depth for the future.

WHAT THE COURSE CONTAINS

Personal uncertainty

Exploring our own relationship with uncertainty – how do we cope with our learned responses?

Communication

How to communicate effectively. What to communicate, how to communicate and when to communicate

Support and challenge

Offering support, creating goals and maintaining focus

Honesty

Maintaining integrity while delivering tough messages and taking in criticism and reactions to uncertainty

Decision-making

Using a framework for making key decisions that will impact people, business and clients

WHY THIS COURSE?

To enable leaders to see the opportunity in every difficulty so they may stay positive during times of adversity. To demonstrate empathy as well as assertiveness in order to empower their team. Bounded optimism is fundamentally different from positivity, wishful thinking, hope, magical thinking or self-serving bias – all of which can lead to serious misrepresentations of the situation. Bounded optimism is grounded in reality but also allows for the strength, ability, and creativity available to overcome challenges. Only by developing a disciplined way of interpreting facts, with a ruthlessness that reveals all opportunities possible, can leaders find their way through dark and testing occasions.

By the end of this training, participants will understand not only how to tap into their own internal reserve of optimism, but also why this is so important – for themselves and their teams. They will be able to build stronger working relationships and motivate others in any circumstance.

WHAT THE COURSE CONTAINS

What is bounded optimism

Bounded optimism explores spectrum thinking and resists false certainties and simplistic binary choices

Why is it meaningful

We need total focus on business goals while retaining a commitment to the happiness of all stakeholders

How do we achieve it with people?

By leading with it, keeping the team connected to the big picture and showing empathy

Nurturing optimism and belief

Brainstorming ideal circumstances and outcomes, and focusing on the importance of celebrating success

Action plan

What to stop, start, and continue doing; identifying milestones to keep participants on track

WHY THIS COURSE?

The Inclusive Leader (part 1) course helps participants identify the benefits of committing to a policy of inclusion. The course explains how to use choice architecture to incorporate inclusion, engagement, and innovation into work environments and decision-making processes. Participants will be able to identify inclusion goals and ensure these are successfully achieved by implementing them on an individual, team, or organisational level.

WHAT THE COURSE CONTAINS

Leveraging inclusion

Recognising the relational and transactional upsides of inclusion

Defining inclusion goals

Identifying inclusion goals in individual/team/organisational contexts

Choice architecture

Defining and examining choice architecture, and knowing how to apply this to workplace inclusion

Running inclusive meetings

Learning how to create psychologically safe environments that encourage total engagement

Creating an inclusion plan

Acquiring the objectives, tools, and a framework needed to make inclusion integral to the workplace

WHY THIS COURSE?

Understanding the benefits of inclusion is essential, as we saw in the first part of this course. Here, in part 2, we develop this further by exploring the critical link between inclusion and wellbeing. If company success depends on engagement and productivity, then the wellbeing of employees is essential. However the wellbeing programmes offered by most large companies exclude inclusion.

Our commitment to social wellbeing relies on the wellbeing of *all* individuals – hence the fundamental significance of inclusion. This course, covering an inclusive perception of wellbeing, focuses on actionable strategies in support of your company's vision of a healthy workplace.

WHAT THE COURSE CONTAINS

Exploring concepts

Inclusion is not bringing people into what already exists, it's making a new space for everyone

Personal experience

Partner exercises in which individuals share positive and negative experiences of inclusive wellbeing

Re-imagining wellbeing

Incorporating inclusion into wellbeing, in individual/team/organisational contexts

Shared language

The 'Four A's' for coping with exclusion

Strategies and frameworks

Implementing discussion, planning, and action for a framework of inclusive wellbeing

Future Communication



MANAGING AI AND COMMUNICATING DATA TO MULTIPLE GENERATIONS

Any innovation that is going to change the way we live, and work is always going to spark concerns. However, for managers looking to support their teams there must be conversations that give people the confidence to transition and utilise AI properly. Our data focused courses will look at human capabilities such as finding information, communicating it effectively and drawing relevant conclusions so they can bring data to life.

Everyone in business will need a fundamental grasp of how to find, use, and explain new information. They will also need to understand how to engage multiple generations in the modern communication environment. These courses will help you and your organisation develop a capability in these crucial future skills.

BENEFITS

Enhancing communication

Use AI to support the human need for consistent, reliable clarity in communication

Get ahead of competitors

Leverage possibilities by using AI to speed up reactions to opportunities

Fewer outbreaks of disharmony

Knowing where the data leads, or misleads

Connect across generations and groups

Have an enlightened and inclusive approach with colleagues

Our five Future Communication courses are:

- 01 **Communicating With AI**
- 02 **Managing Others With AI**
- 03 **Storytelling With Data**
- 04 **Intergenerational Communication**
- 05 **Next-Level Engagement**

WHY THIS COURSE?

Hybrid and remote working have greatly increased our reliance on virtual meetings. Consequently, traditional methods of presenting information have broadened to include virtual participants as a matter of routine. Standard communications across the business now also include a virtual element too, from onboarding through to L&D. These virtual interactions can be greatly enhanced by AI, from record-keeping and virtual attendance of meetings to presentation of graphics and data. This session will explain and demonstrate what's possible.

WHAT THE COURSE CONTAINS

Communicating using devices

Principles in communication, beginning with human values (eg respect), and augmenting these through AI

Top five tasks and tools

Finding the AI tools that best meet objectives in five everyday tasks, such as presentations

Making it easier and clearer

Discovering how to streamline communications management, including emails and meetings

Changing behaviours

Building the confidence to update habits by integrating new techniques in AI

Experimenting with the tools

Pushing boundaries, just as we did with smartphones which offered so much more than older phones

WHY THIS COURSE?

In the coming months, AI will benefit everyone across the business, 'a rising tide will float all boats', as the saying goes. Managers will need to oversee change, ensuring that AI is used to its full potential while making sure that no-one is left behind. Some managers will be early adopters, others will need support. To ensure a level playing field, all managers will need an equal understanding of available AI tools and techniques.

This session will give managers confidence in ensuring that their team are making the most of AI. Managers will want to leverage AI by staying ahead of new technological developments.

WHAT THE COURSE CONTAINS

Updating the role of manager

Using AI to enhance management capabilities, while remaining committed to human values (eg, respect)

Workflow and productivity

Understanding how a large language model can be used to its full potential in a manager's particular role

Becoming AI savvy

Identifying new AI-related opportunities, from sharing and sending documents to increased creativity

Managing the team

Embedding AI within a team by ensuring that early adopters and novices share a similar set of AI skills

Changing habits

Taking responsibility for recognising the value of new AI tools, beyond those already in use by the team

WHY THIS COURSE?

Data doesn't speak for itself. We have to shape crucial insights into a narrative if others are to understand their significance. This requires us to find the story in the data so that we can share its meaning and importance.

The principles of storytelling are dictated by the fundamentals of human cognition: our brains use stories to organise and retain information. These principles apply just as much to quarterly financial results as they do to entertainment and conversation.

WHAT THE COURSE CONTAINS

Why stories work

Why our brains need stories to organise and retain information

What stories are

Discovering frameworks to interpret, retain, and act on information

Structuring

How to organise information into an effective narrative

Narrative technique

Hints, tips, techniques, and advice to make a story more engaging

Putting it across

Understanding your audience in order to hold their attention

WHY THIS COURSE?

Is there a disconnect between the member of different generations when they try to work together? What are the characteristics of each generation and how do people interact?

This course answers these questions and helps participants to explore their own solutions, using their own insights and experiences, their own powers of empathy, and the latest insights from experts in interactive psychology. Participants emerge better able to connect across generations and groups. They can use a more enlightened and inclusive approach with all their colleagues.

WHAT THE COURSE CONTAINS

A review of generational traits

Have we experienced or witnessed these differences in our own interactions? What effect do they have?

Current strategies

What are we already doing to maximise co-operation and understanding?

Misconceptions

A look at the gap between behaviour and perceptions – are we really so different?

Common ground

What do all humans feel motivated and energised by?

New strategies

An examination of what we can do to enhance inclusion, mutual understanding and productivity

WHY THIS COURSE?

A 2024 Gallup survey reports that low employee engagement costs the global economy \$8.9 TRILLION dollars in lost productivity. Next-Level Engagement is a highly interactive workshop that uses internet-era tools and approaches to help increase engagement in our meetings and teamwork, the places we need it the most.

Participants will learn the Psychological and Social forces that drive Internet-Savvy audiences to engage, understand, remember, and share information. Participants will practice these engagement strategies for feedback in a supportive, yet challenging, environment and be able to immediately apply these skills to their business presentations and messages. The net result: increased engagement for your internal, and external, stakeholders.

WHAT THE COURSE CONTAINS

Cutting-edge data

How have attention spans changed? How many presentations are delivered daily? Why do people “second-screen” (or tune out) during presentations and what can we do about it?

Why we engage

What are Memetics? What makes something Viral? What are the Psychological and Social forces that drive us to engage, remember, and share? How do we transfer these skills to your business?

Your engaging message

Building an engaging business message, step-by-step. Delivering for feedback. Recalibrating.

Engagement masterclass

Review and application of best practices for engaging audiences with content and delivery.



Agile Thinking

DEVELOPING MINDSETS AROUND CRITICAL THINKING

As information proliferates, and the possible interpretations multiply, leaders need to think through, think ahead, and think around any problem. They need a playbook of good problem-solving and decision-making strategies driven by skills in critical thinking – or agile thinking as we prefer to call it. These skills lead to a stronger understanding of how to add value through multiple perspectives of problems and solutions.

BENEFITS

Deeper engagement and loyalty

Colleagues are more closely involved and empowered

Flexibility of attitude and workflow

Less reliance on habit, dogma and bureaucracy

Accelerated decision-making and information-sharing

Better understanding of which considerations are decision-critical

Innovation and collaboration

Open-minded, curious and courageous in every field of work

Ability to solve or break up intractable problems

Going back to fundamentals to assess what needs to change

Our five Agile Thinking courses are:

01

Creative Thinking

02

Scientific Thinking

03

Collaborative Thinking

04

Flexible Thinking

05

Growth Mindset

WHY THIS COURSE?

Creativity is a future skill relevant to every area of business. We need to be able to re-imagine how we do what we do, so as to change up. It's an essential part of the problem-solving kit.

There are obstacles to the creative mindset – in individuals, groups and institutions. So the first step is to remove these and create conditions where creativity becomes possible so that ideas flow, mistakes in the process are corrected, and a growth mindset prevails.

We take the participants through a 'no stone unturned' method that ensures we are systematic in our problem-solving. This method is interwoven with a set of 5 Key Tips to kickstart the ideas process. These are creative hacks taken from artists, entrepreneurs and product developers.

WHAT THE COURSE CONTAINS

Why innovation is essential

What will innovation look like in your area, your team, your working life?

What creativity is

Finding a creative process that is productive and effective – not just exploring ideas

What creativity needs

Create conditions where creativity thrives – keeping anxiety and ambition at a distance as these stifle imagination

The right process

How to explore new areas while keeping focused on the goal – no stone unturned

The 5 'R's: creativity hacks

Re-expression, Revolution, Related Worlds, Random Links, Reality Holiday

WHY THIS COURSE?

Scientific thinking is not about *doing* science, it's the ability to *think* in the way that scientists do. It's replicating the process that helps scientists get closer to the truth. In managing complex or contradictory information, on what basis should decisions and actions be made? Best to start with a scientific approach in estimating an explanation (a 'hypothesis'). Then assess the accuracy of this by testing it to check and refine the validity of your opinion.

Separate accurate knowledge from received wisdom, reflexive thinking, motivated reasoning, bias, and pseudo-science, by focusing on clarity then testing the veracity of your argument.

WHAT THE COURSE CONTAINS

Principles of knowledge-building

How the laws of science and statistics apply in business thinking

Bias, fallacy and dogma

How the brain's belief-building system works – and how to make it more rational

A knowledge audit

How to interrogate data and factual claims

From fact to action

How to evaluate information for decision-making

The big 7 data fails

The ways that data-based decision-making can fail at each of 7 different stages

WHY THIS COURSE?

To home in on the truth, and to locate the signal amidst the noise of everyday communication, we need to appreciate the value of two traits: intellectual diversity and intellectual humility. These allow us to profit from the thinking of others while constructing our own view.

Intellectual diversity is about having a rich field of sources – about looking for alternative viewpoints. We can do this by looking to other disciplines, to other types of personality and to people of different backgrounds, so that we're more likely to identify the nuanced truth.

Intellectual humility is the ability to review, revise and even reverse our thinking in the light of new information. If we don't change our minds it shouldn't be because our egos are invested in an entrenched position.

WHAT THE COURSE CONTAINS

Group-think and other dangers

Why we need intellectual diversity and humility – the irrational forces we're up against

Cognitive dissonance

The brain's need to protect itself from contradiction and outside interference – and how to get around it

Psychological safety

Creating an environment where people feel comfortable speaking up without anxiety or repercussion

Building a diverse knowledge base

Breaking out of inertia and groupthink. Using eclectic, trans-disciplinary sources

Confidence through humility

How to change your mind and use this flexibility as a point of strength

WHY THIS COURSE?

Mental models are simple but powerful representations of the way the world works. Every time we use concepts like *the scientific method*, *economy of scale*, *margin of safety*, *first principles*, *diminishing returns* – and so on – we use a mental model. This course explores how we can combine and apply these models systematically.

Most people rely on just a few mental models throughout their lives. But these operational beliefs may fail when the context changes. To be agile and effective across any present or future context, we have to assemble a 'latticework' of interconnected models drawn from a variety of disciplines, including psychology, physics, statistics and even art history.

'If the facts don't hang together on a latticework of theory, you don't have them in a usable form. You've got to have models in your head. And you've got to array your experience both vicarious and direct on this latticework of models.' – Charlie Munger

WHAT THE COURSE CONTAINS

Why models work

Seeing trends, types and patterns in data and events

Applying models

The difference between applying and mis-applying a model

Models and systems

How organisational systems struggle to adopt new models and what to do about it

Alternating models

The importance of trying out different models to find the 'best fit' and toggling between alternatives

The eternal student

Why we need to be a learning organisation in which we each have a growth mindset

WHY THIS COURSE?

Sometimes we need to bring a little creative resilience to the way we think. For example, professionals whose company is being restructured may struggle with an overwhelming level of disruption. With a growth mindset they can reframe challenges as learning opportunities, which in turn will help them boost their self-efficacy and improve collaboration.

Participants will learn how to develop a growth mindset that will ensure they perform effectively in a changing environment. They will discover strategies that will help them learn from mistakes, expand their comfort zones, and stay motivated. They will be able to swiftly recognise the negative impact of disruption which will help them replace it, rather than react to it, by adopting a mindset that favours the power of 'towards' language and uses this to improve collaboration as a first step to delivering stronger results.

WHAT THE COURSE CONTAINS

Defining mindsets

Grasping the distinction between fixed, growth and open mindsets, and knowing how to recognise each

Neuroplasticity

Understanding how the brain continuously adapts to changes that it sees as important, rewarding or beneficial

Growth mindset is a choice

By accepting a growth mindset, you take ownership of your own behaviour and outcomes

Feedforward and 'towards' language

In moving towards a stronger future, you learn to focus feedback on future actions instead of past mistakes

Motivation and self-discipline

Taking small but effective actions daily, even if beneficial results are delayed; tapping into personal strengths

Social Wellbeing



A NEW TYPE OF WELLBEING TO CONSIDER

Effective teamwork relies on successful interpersonal relationships. We call this social wellbeing. It's essential that all leaders and employees show the respect and psychological safety that boosts social confidence, so that overall company culture becomes capable of protecting productivity.

The environment we work in may be fast and unrelenting. It's not easy to maintain the highest standards without falling back on overwork or unsustainable practices. However, in reviewing the demands we place on ourselves and others, we must remember that true efficiency relies on sustainable work patterns.

BENEFITS

Sustainable productivity

Less burnout and presenteeism. Honesty about what genuine productivity looks like

Fewer outbreaks of disharmony

A shared understanding of social human needs

Better physical and mental health

Less productivity lost, a better place to work

More functional communication and interaction

Smoother workflow, more buy-in, less 'me-first' behaviour

Our five Social Wellbeing courses:

01

How Leaders Create Culture

02

How to Create Psychological Safety

03

Hybrid Working Practices

04

The Social Human at Work

05

Building Social Confidence

WHY THIS COURSE?

Without doubt, the best way to protect productivity is to harmonise the collective efforts of those you lead. This relies on instilling the right culture: the shared notions of who you all are, what you do, and 'how things are done around here'. Culture is often invisible and therefore overlooked or misunderstood. We at **Working Voices** approach culture by relying on 'culture carriers' who set the tone and create the atmosphere.

Participants will learn where a group culture comes from, how it affects what people do, and how to change it. They will examine the high-level concept around which you communicate your vision, and the everyday habits that model, reinforce and exemplify that culture.

WHAT THE COURSE CONTAINS

The importance of culture

Why culture matters. How it's created and communicated. How we sustain it across change and disruption

Values and habits

Building culture 'top-down', by communicating values, and 'bottom-up' by ensuring good practices

Motivation and reward

What should be used to motivate people? Are we rewarding the behaviour we want to reinforce?

Culture clash

How to deal with inertia, resistance and opposition

Walking the walk

Ten things we do every day that reinforce culture – how will you do them from now on?

WHY THIS COURSE?

Psychological safety is now a major concept in teams and businesses, although many people don't know how to make it a reality. Based on compelling research about how teams function well, psychological safety gives people a sense of belonging, and permission to express ideas, opinions and questions that will benefit the whole team. However, it's elusive and needs to be actively talked about. This session aims to help participants understand what true psychological safety is, what it enables, and how to work out a dialogue that ensures its presence in teams.

Participants will learn the difference between a culture of safety, and an atmosphere of inclusion where everyone is accountable. They will learn how to take part in conversations where they can be honest and take interpersonal risk without fear of being shamed or humiliated. They will take away relevant actions that they can immediately implement to effect change in relationships that enhance performance and commitment.

WHAT THE COURSE CONTAINS

Exploring the research

Outlining the evidence that proves psychological safety makes a clear difference

Understanding genuine safety

Distinguishing safety from comfort, exploring how and why 'psychological' is misunderstood

Techniques for creating openness

Creating dialogue where people can show up, speak up, and be regarded with respect

Leading by example

Inspiring leaders to take a crucial role in setting the tone, atmosphere and being open to ideas

Changing habits

Defining the commitment that people are making, recognising how to maintain these ideas

WHY THIS COURSE?

This course addresses the adaptation required for successful hybrid working. We explain how to integrate work and home life, and we show people how to communicate clearly and sensitively to minimise uncertainty and maximise adaptability. This needs to be done openly and actively, including and appreciating everyone so they feel part of the progress. We offer guidance on how to maintain energy, relationships, engagement and productivity.

People who attend this session will review assumptions they may have had about working in different scenarios. And they will work out the best ways to leverage the positive and let go of the negative. They will explore how other attendees are dealing with different challenges together and they will discover a strategy for conducting discussions about systems and processes. This session is available for both leaders and employees.

WHAT THE COURSE CONTAINS

Culture of autonomy

How to create an atmosphere of empowerment so that individuals develop stronger self-management

Psychological safety

Creating safety through inclusion, emotional intelligence, trust, and fostering contributions from all

Team cohesion

Achieving goals together for both individuals and teams in line with key business strategies

Culture and processes

Agreeing practical ways of working to take into account individual and team preferences

Aligning together

Getting creative about workspace, the tools of hybrid leadership and delivering with precision and passion

WHY THIS COURSE?

Our social lives, interactions and identities are very important to our motivation, our productivity, and our sense of belonging. When we're involved with those around us, the group as a whole can benefit from collective intelligence, collaboration and a sense of community. The need to recognise and leverage these benefits has never been more obvious. This session is specifically designed to harness the power of connection, to magnify our own abilities – and each other's.

Participants will explore the component parts of social wellbeing so as to promote it explicitly and deliberately. Instead of just hoping that good interactions will develop with time, they can take steps to ensure that people flourish collectively – even across remote/digital connections.

WHAT THE COURSE CONTAINS

The need for social interaction

Understanding social interaction and how it boosts our sense of wellbeing, motivation and cohesion with others

Building connections

Knowing when and how to engage with other people for energy, motivation and performance

Sense of purpose

Finding meaning and purpose in work beyond achieving tasks

Developing accountability

Committing to good practices and developing ways of implementing them

Building great relationships

Techniques and practices to build strong bonds in the team, even with people we may not easily connect with

WHY THIS COURSE?

A vibrant, supportive culture at work is crucial for organisations looking to build engagement and protect productivity. To make this a reality, people need to interact in situations they may find challenging, such as speaking up in meetings, chatting easily with colleagues, having open conversations at all levels in the organisation, and conveying ideas in an interesting and compelling way. These are all things that come down to social confidence, allied with strong interpersonal technique.

Developing social confidence first requires confronting and tackling the limiting ideas that get in people's way. Secondly, participants will work on ways to share information, demonstrate friendliness and approachability to colleagues, and connect in ways that are beneficial to getting work done. Finally, this session will encourage people to exchange great stories that foster creativity, engagement and connection.

WHAT THE COURSE CONTAINS

Dispelling the common myths

What social confidence is not – skewering some of the misleading beliefs and attitudes about confidence

Sharing and showing up

Looking at the behaviours consistent with social confidence – the surprising truth behind good conversations

Networks and social capital

Further ways to enhance and maintain excellent relationships that help everyone to work together

Structure of good stories

Delivering interesting, engaging and sharable stories that create connections and bonds between people

Core social confidence

The fundamental elements anyone and everyone can employ to build their confidence in an authentic way



Further Information

USHERING IN A NEW ERA WITHIN YOUR ORGANISATION

Different currents of change – geopolitical, economic, natural, social, technological and cultural – are being absorbed by your organisation. The impact of these is already being felt, in both negative and positive ways.

Organisations are struggling with engagement, productivity, and retention. Nevertheless, exciting new opportunities can be achieved through AI, remote working, closer communication, and stronger social wellbeing.

To prepare for the future whatever it brings, organisations will always rely on the talents of their people. In this time of change, now is the time to invest in the skills that will help your people stay on track so that they in turn can help you stay ahead.

Our package of proven solutions delivers essential future skills in five key areas. At their heart, our unique approach to wellbeing delivers the motivation, respect, belonging, and psychological safety that enables a sustainable way of working.

Through these skills, your leaders and employees will discover the concepts and vocabulary necessary in an uncertain world, so that they can develop engagement, boost productivity, protect retention – and prepare for the years to come.

We look forward to having a conversation with you.



‘Organizations predicting high growth, those with a thriving workforce and those with innovation cultures all share one agenda this year: a focus on becoming more human, and in turn, more relatable.’

*Mercer: Rise of the relatable organization,
(Global Talent Trends 2022 Study)*



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