

Transcript - Charity Leadership, Workforce Development and Building Effective Teams, with Rob Laycock - Charity Impact Podcast

Episode keywords:

Charity Leadership, Workforce Development, Great Teams, Emotional Intelligence, Shared Purpose, Trust, Continuous Learning, Investing in People, Action Learning.

Episode description:

In this episode, we learn about charity Leadership and workforce development with Rob Laycock, co-founder of Yes We Can Community CIC. Known for his expertise in supporting the voluntary sector in the Northeast, Rob shares valuable insights into harnessing the potential of individuals and creating effective teams. Together with his colleague Stephanie Cole, they've successfully reframed leadership as an action-oriented concept, emphasising the development of leadership, governance, and collaborative networks.

Rob provides detailed insights in the following areas:

(00:00) - Leadership and Workforce Development Challenges

(09:41) - Best Self, Great Teams, and Leadership

(18:46) - Communication & Emotional Intelligence in Leadership

(25:02) - Creating Effective Teams and Collaboration

(36:38) - Effective Communication, Conflict Management, Fun in Organizations

(46:17) - Budgeting and Allocation for People Development

(01:00:08) - Investing in Nonprofit People and Teams

(01:07:38) – Recommendations.

Resources:

- See here: <https://www.kedaconsulting.co.uk/2023/11/08/charity-impact-podcast-rob-laycock>

Rob Laycock

Rob Laycock is co-founder of Yes We Can, which develops leaders of social change in the north east. They work with social leaders to be better leaders, managers, trustees, networkers, collaborators, facilitators, coaches and mentors. They offer training programmes, workshops, coaching, mentoring, facilitation and other initiatives.

Rob is co-founder of the North East Coaching Collective, e a group of qualified coaches committed to supporting the development of leaders and managers of small and medium scale not-for-profit organisations across the north east and individuals working independently for social change.

Rob is also co-founder of North East Together: the Leaders Network for Social Change and is a board member at Beacon Films CIC. Rob was previously a consultant working exclusively with non profit organisations in the North East for over 10 years and prior to this held leadership positions in the sector.

You can find Rob at [Yes We Can](#) and on [LinkedIn](#).

The Charity Impact Podcast

The Charity Impact Podcast aims to help you increase your charity's income and impact by sharing the experience and expertise of our guests.

For episode notes with links to resources and organisations mentioned in this episode, please visit <https://www.kedaconsulting.co.uk/charity-impact-podcast/>

If you have any questions, feedback or enquiries regarding the podcast, you can reach us by e-mail at hello@kedaconsulting.co.uk

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Transcript

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00:00 - Alex Blake (Host)

Hello, welcome to the Charity Impact podcast, where we aim to help you increase your charity's income and impact by sharing the experience and expertise of our guests. I'm Alex Blake, your podcast host, and I'm joined today by Rob Laycock, who, alongside Stephanie Cole, is co-founder of Yes We Can Community CIC. Rob's background is in the arts and social change, previously being CEO of Helix Arts and for the last 10 years or so, I think, supporting the voluntary sector in the Northeast as a consultant, facilitator, coach and with colleagues that set up Northeast together, the network for leaders of social change, which I have to say is the best network I've ever been a part of, due to the excellent facilitation of the events there by Rob and Stephanie and others and also the sort of very intentional approach that they've taken to what that network can do for social leaders and for the sector. Also, another initiative from Rob and Stephanie I want to mention and I think I've done a couple of times on the podcast before is the Northeast coaching collective. They gave people from that network the opportunity to qualify as coaches and then that group now offers affordable coaching to leaders of small charities in the Northeast. So I think if you are in the region, that's something definitely worth being aware of.

01:12

So today we're going to be discussing leadership, looking at people development, creating great teams, some of the things you might want to invest in for your people. When resources are tight and when you're thinking about how you can, how can you support your people development. So welcome to podcast, rob. How are you today? How was that intro? How many things did I get wrong?

01:33 - Rob Laycock (Guest)

That was extremely good intro, Alex. I appreciate that I'm breathing suitably flattered. It might be a bit easier in terms of starting to explain the work we do and the reason why we approach that work. So thank you for inviting me onto this podcast. We're looking forward to the conversation.

01:52 - Alex Blake (Host)

No problem. So I mean, feel free to give any sort of background contacts and stuff before we get into detail, if you want, or we can just kind of jump straight in. So I mean first of all, I suppose just yeah the aim to develop social leadership, thinking about developing people. Where shall we start? I haven't got a very good first question. Why don't you start us off and then I'll actually come up with some real questions.

02:23 - Rob Laycock (Guest)

Shall I just add in a little more detail on the focus of our work at the moment over the last three years. Interestingly, we've just come to the end of our third year of trading as a community interest company, so we're doing lots of kind of reflection and looking back as well as planning ahead. So, as you mentioned, yes, we can. A community interest company we formed formally in the middle of lockdown, actually on the first of September 2020, we started trading and the focus of the work is so everything can hang off this idea of social leadership and I suppose for us, and very much inspired by one of our speakers at North East Together, George Thompson, this idea of kind of leadership the verb rather than leadership the noun, or leaders the noun so leadership being the things that we need to do, that need organizing, that need to happen in our context to make our region a better place for everyone to live and work. So, guess, everything can. It hangs off that and I suppose, then, the things that we focus on at the moment in terms of well, if that's what we're about, what types of things are we driving, what types of things are we providing for people, for those people particularly in the Northeast and focus particular on the community social enterprise sector. I think that hangs around leadership management development. I think there's a fairly chronic lack of opportunities for people to take time out of their busy day jobs in the sector to think about their own leadership and management within their context. So that's a mix of open programs we run a couple of those a year internal programs, particularly with bigger organizations, and also tailored programs linked to specific initiatives, and one of those was with the Northeast Youth Alliance fairly recently, who have a focus around workforce development, which I know is something that we're going to be focusing on to some extent today. Then this whole chunk of interest around coaching, linked to that, mentoring and action learning. They have lots of things in common for people who are involved with and sort of passionate about those kind of spaces for conversation and exploration and kind of taking action and moving forward Lots of things in there. You've mentioned the coach training. You've mentioned the Northeast Coaching Collective and I guess that's all about moving towards more of a coaching culture in our sector in the Northeast and what is our contribution to that? How can we contribute to that sort of shift in way of being together in teams and organizations and across organizations.

04:58

We've then got a big chunk of interest and work around charity governance. It's essential to get governance right. We all know it's a challenge Great when it's good, hard work when it's not going quite so well for everybody to be honest, for Chief Execs, for Teams and for trustees volunteering their time in there. So there's work to do, to think about and support trustees and governance, particularly small organizations that typically struggle to appoint and retain trustees in the first place, as you've mentioned, an interest in networks and collaboration, a real passion for collaboration, I think in our work Lots I could say about that, but I won't because I know it's not subject to the podcast and also in all of that kind of one-to-one support to individual organizations. There's a mix of things going on there. We're probably working with eight to 12 to 15 organizations a year and it might be touching on any

number of those things, but bespoke to them, their context and the work that they're doing. So I guess that's us as a whole.

06:01

Interestingly because we're going to talk about being our best at work. We each work three days a week. Life balance is really important to us. So together myself and Stephanie we're working six days a week between the two of us and we're pretty hard on that. So we're not overworking, we're not kind of saying one thing and doing another thing. Anybody who knows me knows that this is a hobby of the host of mine, so I'm going to share the thought about it, just to sort of say that's the scale of organization. We are by design, by intent. That's to do with our motivations, interests, but it's also to do with our own kind of health and well-being and work-life balance and those types of things which I think is really key, and I think people struggle to get that stuff right.

06:47 - Alex Blake (Host)

Yeah, I guess we'll probably come onto that a little bit as well in the conversation so you can get back onto your hobby horse for maybe a few minutes at least. So what are some of the sort of challenges and opportunities typically when people are thinking about sort of workforce, whether it's workforce development or in thinking about their teams, thinking about themselves as leaders and, as you say, maybe it's Chief execs, maybe it's trustees, maybe it's thinking about managers or wider teams. What are some of the sort of challenges and opportunities around that?

07:24 - Rob Laycock (Guest)

Yeah. So again, I guess, because this year in fact, this month in fact, I suppose I'm kind of 30 years into my career and I think the older you get you sort of look back and you sort of see the patterns in your own career and your work and the opportunities you had and have continued to have and all those types of things. It gives you that sort of perspective. It's quite interesting to do some of that looking back and looking at patterns and trends. So I suppose for me, I would kind of broadly say I feel like I've been doing leadership management for about 30 years. I would say I've been thinking about it and kind of studying it probably for about 20 years and I think in the last decade, a little bit more than a decade, I've been kind of sharing that thinking with others. So I suppose the work we're doing now for me personally kind of draws on all that doing and all that thinking and now that kind of sharing and engaging people with what's going on for them and what would be helpful for them. So because of that and working with people like Stephanie and other people like Kath Brown is also a founder of YesWeCan it's kind of brilliant, brilliant people doing incredible work and layering in their experience alongside my own.

08:39

We've done quite a lot of thinking and work around what this all means, because there's loads of stuff out there. You can Google leadership management. That's been going on forever. You know you can do MBAs, you can do PhDs and this stuff. Where do you sort of start, I suppose, what's the kind of way in, particularly for smaller organisations I'd press through time those types of things which tend to be the focus of our work, smaller charities in particular, some million pound turnover certainly. How do we kind of make this stuff interesting and accessible and sort of available, this sort of huge body of work and ideas and theories and practice To help with that? We can share that. I'm sure there's mechanisms after the podcast Alex to share resources and links to things. We'll follow this up with links to those things that I'm going to mention a bit, so people have got some practical stuff to look at.

09:34 - Alex Blake (Host)

Yeah, we'll have a dedicated web page where we can list out the resources and things. All of that stuff will be great.

09:39 - Rob Laycock (Guest)

Great Thanks, alex. Where we're at at the moment, we think about it in three ways. We call them best self, great teams and amazing together. The Canada are what they say on the team. They are within each other, if that makes sense, I suppose. If we're thinking about our leadership, we're thinking about management, we're thinking about being in a team, leading teams, leading organisations, all that kind of stuff which is the work of our sector, work of our organisations. We've boiled it down to these three ideas.

10:09

It starts with self and being our best self at work not being perfect, not beating ourselves up about the stuff that we struggle with or our preferences, but aspiring to do our best work, aspiring to be our best self at work for the purposes of the work and the team and those types of things. I'll mention a little bit about our best self framework. I'll also mention a little bit about our great teams framework. We're not going to talk about amazing together, because that's more in the collaboration realm. I think in the conversation today we're thinking more within organisations. We're thinking about me within that organisation and we're thinking about how I'm operating within that team, especially if I'm in a leadership position where I can influence and create space for culture, for good cultures, for teams, for people to thrive. When I have that kind of authority and I have that ability to do that, I think that's particularly important.

11:04 - Alex Blake (Host)

Yeah, that makes sense. I think collaboration is such a big topic we can easily do it. I mean you could do a whole podcast series, let alone an episode on that. Maybe that's something we'll come back to another time. Let's start with this topic of best self. I guess that's where I thought maybe we'll come back to some of your hobby whole stuff as well, because I suppose there's part of that has to be that personal self-care and things like that as well. So you come into work in the right frame of mind and all of those sorts of things. So why don't you take us through some of those aspects that we look at in that best self module, if that's?

11:48 - Rob Laycock (Guest)

the right time. Yeah, we have a framework, we have a self-assessment tool, we have a learning resource and we have a PDP, so a professional development tool, if you like, if you use that sort of language.

12:03

So I'm not going to read out everything that's in both of these frameworks because that's going to take up too much time, and we're going to share the link to the framework so people can have a look at everything and get a sense. So what I've decided to do today is focus on what I think are kind of key in each of these areas. So sort of take the framework and all the things we think are important and see if I can get that down a bit more, just so that we can get to the essence. I've got time for all these things. What might we find time for and I think that's always a challenge is finding time for this stuff and finding resource to do it if it's. If it's cost money, it doesn't, and lots of things don't have to cost money, but sometimes they do. So I'm not going to mention all of them. Our best self framework has nine elements. We'll share the framework so you can have a look at that in your own time. It does start with looking at the self. So there is a whole kind of area around health, well-being, sort of resilience. I know we have some mixed feelings on the word resilience. I do too. I think it's kind of a bit misappropriated, sometimes they're overused, but I think all we're saying is that kind of looking at the self. You know, how good are we at it? What do I need to look after myself? You know what does a typical week look like for me? How do I feel? What will be my best in the organization Again, not about being perfect, just just making sure that you know I'm arriving at work. You know, having looked after myself, good night's sleep, good nutrition, hopefully some exercise, good connection with friends and family, and and and probably so the whole section on that I think really interesting Some of top three I would say in there which I wouldn't include looking after self, although it's massively important that it's right at the front of our framework.

13:47

I think self-awareness is really key in terms of being your best self. I think linked to self-awareness, emotional intelligence. So if people have looked at emotional intelligence, which has been around a few decades now, I think that's really key. So noting yourself, noting your preferences, knowing your strengths, knowing your things you're less good at, but also what comes with the emotional intelligence focus is kind of self-regulation and sort of self-control. So suppose what I mean by that is how well do I know myself, how well do I understand my emotions and where they come from, so that when I'm interacting with others, particularly within the organization, I'm bringing that awareness, working more effectively with people.

14:32

I think because of that, that awareness, that self-regulation aspect of the EQ emotional intelligence often short-handed to EQ, I think is really interesting and again, we don't always get it right, we can't always do it, but that's sort of just enough awareness to know that actually this is something going on for me today. I'm not going to bring that to this other person, I'm not going to bring that to this team, because it's not about us, it's not about this situation, it's my thing that I need to sort of process and work with. Alongside that in the EQ framework of social awareness. So this is about kind of empathy in particular, so reading the emotions of others, having an interest in how people are, kind of all that stuff. And we'll put links into emotional intelligence as all sorts of self-assessments you can do. There's all sorts of exercises you can do.

15:20

There's a common error in thinking that says, oh, some people are just more emotional, intelligent than others, kind of not true. Yes, some people are perhaps a bit more naturally empathetic, but we can all work on our emotional intelligence. It's not a good enough excuse to say, oh well, I'm not very emotional, so there's work we can kind of do around that. So I think I would put self-awareness and EQ together as a kind of key area for individuals to have a look at, and particularly for leaders. We don't have self-aware leaders that don't have high levels of EQ. I think we're in all sorts of trouble.

15:53

So I think with all this stuff, I kind of think there's an additional. There's an obvious additional responsibility for those in positions of leadership and management, responsible for teams, to really be walking the talk of this stuff, even if not, you know, kind of more so than others in the team that got to be leading by example have got to be, yeah, kind of walking the talk of this stuff, or what do we expect? What's that culture going to be like? What's that teamwork? I'll go through a couple more pretty quickly. Not going to be a regular depth, with them being organized and effective.

16:29

Interesting one. We've had a few conversations about this over the years, alex. Interesting Again, not about being perfect, not about, you know, none of this is about being perfect, nor beating ourselves up about the things we're not naturally great at. But I think it's reasonable for us to be organized in our work, when working with other people and, again, if we're leaders and managers and we're a bit unreliable if we're a bit disorganized sometimes with these things, if you think about the opposite, have you ever worked with a manager who's disorganized?

17:00 - Alex Blake (Host)

Yeah, once or twice oh you know, it's madness isn't it, it's hard work, so lead by example.

17:07

And it's often basic stuff, isn't it? It kind of leads to either being organized or disorganized, isn't it? It's kind of what the two main kind of bug bears that Al Bang on about will be like emails and meetings. You know, be organized in those two areas and you will be more effective overall. You know, don't get distracted by email pings and stuff. Just turn them off when you're trying to focus on something and just run good meetings. Make effective meetings rather than you know these long things, that kind of ramble on and don't get anywhere, or have really long agendas so you don't get through the half of the items that you need to, all of that kind of stuff. But yeah, we'll not. We'll not do an episode on that.

17:54 - Rob Laycock (Guest)

Yeah, there's a couple of great I think, yeah, there are a couple of great, great tips and I would agree with you, you know, just focused on doing two things differently. They wouldn't. They would be a good place to place to start. I think my next area is communication Kind of everything, isn't it? I think, all under pressure we are, the more uncertain it is. All the research, all the data says it gets even harder. So, and you know we've had all sorts of challenges to cope with over the last, the last three years, so it's got even harder.

18:30

And people, yeah, the likelihood of our kind of messaging, our communication landing as intended, even less likely to work, to do around communication, recognizing all the stuff that gets in the way of people hearing what we're trying to communicate and send. So we've got to have heard people talk about over communicating. You know, checking, getting feedback, just not assuming. And again, the email can be a terrible and all the other sorts of messaging apps that we have nowadays can be a terribly reductive way of communicating with people,

but very, very popular, you know, lacking all sorts of things. You know it might ping in your box from your boss, but what does that mean and where's it coming from and have I done something wrong and how do I feel about that? Well, that's, that's making me feel a bit anxious. I'm not quite sure what they want, you know, but I don't want to ask so much. Come across this feeling a bit silly, you know. So, communication and work around communication as a team and having protocols and all sorts of stuff, work to do there.

19:30 - Alex Blake (Host)

So I think in terms of self.

19:31 - Rob Laycock (Guest)

I picked those out. There are other things. I think if my colleague was here, she'd be talking about vulnerability, trust and courage. I think that's really important, I think, and again, for leaders, being able to show vulnerability in a way that's sort of appropriate, being able to kind of build trust, being trustworthy. It's that kind of classic stuff, isn't it A kind of lifetime to build and a moment to break? So, yeah, and courage, if we're in this space and we're trying to make a difference, it's going to be challenging at times, to say the least.

20:04

If we're doing things that nobody else are doing because they're important to get done, we're going to need some courage and we're going to need to push forward with things. You know the years, not months or weeks. So vulnerability, trust and courage, I think would be another of our maybe top four or five things. Within within that framework, I've tried to just draw what I think are most important self awareness, eq. If you're not come across it before, have a look at it. I think it's really interesting. Lots of material around that because it's been around a couple of decades.

20:40 - Alex Blake (Host)

Yeah, it seems to me like almost almost all of those other things kind of hang off of that emotional intelligence one and I don't know if that's just because I'm using it as a shorthand for more than what is, but it seems like, for example, with the kind of communication one, it seems like if you've worked on the emotional intelligence side of things and then you know you're bringing that awareness of yourself and your awareness of other people and their sort of preferences and things like that, then if then the communication is kind of the practical application of that awareness, then it kind of flows from that and some of the other things you mentioned as well.

21:20 - Rob Laycock (Guest)

Yeah, definitely yeah.

21:23 - Alex Blake (Host)

Yeah, it's a big one, isn't it?

21:24

I suppose it's one of those things that in many ways, I suppose, has probably, as you say, it's been around for a couple of decades the idea and lots of kind of work on it but it may be get sort of less emphasis when people think about leadership and they're thinking about strategy and when they think about management, and it's been more about the kind of harder structured kind of sides of it rather than that sort of emotional intelligence side of things. I suppose lots of leaders in the sector will have done sort of leadership courses a long time ago and not so much recently. So I suppose there's maybe a bit of sometimes a bit of a lack of having spent time really looking at that emotional intelligence side of things as part of your role as a CEO or whatever role it might be in an organisation. So, yeah, it just it seems like such an important one and, as you say that you need your leaders to be exhibiting those behaviours that you want the rest of your team to be to be demonstrating as well in their work.

22:33 - Rob Laycock (Guest)

So, yeah, definitely, I think. Yeah, if it was, and I suppose that you know that example you get there of I did my training forever ago and it was kind of drifted. But I guess the self awareness would say I need to be continually learning and developing, and that's another thing I need to model. That is in our framework as well. I just haven't highlighted it. So I guess that self awareness would say you know, if I'm in that leadership position, I am also investing in my development and I'm, you know, not questioning but sort of making sure that I'm kind of growing and developing. I'm not just relying on that course I did, and however many years ago for me that was 2001 or two you know, I'm just sat back and kind of relying on my management diploma. Yeah, it would be very rusty, wouldn't it? So I think that's how it is.

23:24 - Alex Blake (Host)

You see those two different types of leaders, don't you? Not to kind of pigeonhole people completely, but you do. You see leaders saying those things, you know. You get some people like oh well, yeah, I've done an MBA, you know, it doesn't matter that it's 20 years ago or

whatever it is that they've done. Like I like, yeah, I've done that, I've been a leader for 30 years now, I've done this and the other, you know, I'll kind of know it all.

23:49

And then you also have the leaders that do talk more about that kind of continuous process of learning and developing, and they're, you know, they're learning from other members of the team and other members of the community and the sector and that sort of thing and completely different language.

24:09

And, as you say, it's partly that awareness. But it's quite interesting when you witness it, isn't it? When you perhaps in environments where there were a number of different leaders and you hear those kind of different ways of talking, you can really kind of pick up on some of those things. Yeah, yeah, hopefully, hopefully, there's a trend towards that kind of, you know, recognizing the value of learning and, you know, continuous learning and also thinking about some of those things like emotional intelligence as well as that sort of more like how do I do a strategy, how do I manage people, but also thinking about some of those other things as well. Who brings us on to thinking about the team's side of things? So, as leaders, you know, if we've done some of that work on ourselves, then how can we create great teams?

24:58 - Rob Laycock (Guest)

Yes. So we've gone through a similar process again. We've done some deep work on this and we've created our own kind of great teams framework. So that comes with a self-assessment tool, an extensive learning resource and a kind of team development planner, if you like. So I'm not going to mention all the elements of the framework. It has 10 elements actually, but we are revising you down to nine because you think the first two are probably the same, but nine elements in there and we'll share that so you can have a look at everything.

25:31

But again, taking this approach of what's the essence of great teamwork, and I think that and this isn't just for people kind of leading teams, leading organizations, I think this was for anybody in a team you know, if we want to work effectively in the team, we need to sort of share responsibility for the work that we do together. We can't just default to the leader or the manager or whether they may be facilitating the activity, making it happen, resourcing it, but we all have a responsibility. So just go around these. I think this will take a little less time because you'll hear some themes coming through again. So sort of reinforce what we've already said, kind of first on our list dead obvious shared purpose and goals.

26:12 - Alex Blake (Host)

Just a thought before we were getting to all of them, Rob as well. Like when we talk about teams, I think people might have a perception of what we mean by team, but maybe you can explain what you would envisage teams referring to.

26:28 - Rob Laycock (Guest)

Yeah, ok, well, I think there's definitely a scale thing here. So I think their mind, with our focus being for the community social enterprise sector and Northeast and sub million pound. We do do work with larger charities, but our heart and soul, if you like, or our kind of energy or our sort of drive and passion around this stuff, is where we think there's least opportunity for people, which we think is in the smaller organizations and the small you get. When I look at some data in a little while, the data says the small you get, the less likely it is you're going to have kind of budgets and opportunities for training and development.

27:04 - Alex Blake (Host)

The other thing I was just thinking as well. So I suppose when I think of teams, there's like the team as in you might be in I mean it's more organizations. You're probably not in a fundraising team, but you might be in, like you know this service team, or you might be in the finance team, or you know there's those teams, there's the whole organization staff as one big team. And then I think there are those sort of more fluid sort of teams in that like if I'm working as a fundraiser and also working with the chief executive organization and maybe the service manager and the finance manager, then we're a team on that project we're working on, which might be like project design, bid development kind of processes. So I think there are like all of that stuff about creating great teams. It's not just in the formal structures but then also in you get a group of people together to do a thing, whether it's might be running a great meeting, might be developing a funding bridge, whatever it might be, then that's that's also a team in my mind.

28:12 - Rob Laycock (Guest)

Yeah, completely agree, and I would include trustee boards in this as well. I think trustee boards are a team. I don't think they're often come sexualize themselves as a team and I think that creates issues.

28:27

So I think a framework yeah, I think a framework like she's absolutely right. So you know, we're working with a social housing provider. They have 90 staff. I think that chief exec, when

he talks about teams, I think he needs everybody, or 90 people. More likely, we might working with organizations that have 15 staff, might have six staff, and it'll certainly apply across those kinds of scales. But I agree it could also we have another framework for collaboration which perhaps brings other things in. But I think any team and backing on any endeavor together would probably benefit from contemplating these dynamics and doing some work around them. And I think it's just to do with how, yeah, the depth of work you're doing together, how long you're working together. You know what it is you're working on. There's something about how you apply the thinking to the, to your team. So if it's a short task and finish team, you might kind of dip your toes in, have some awareness of it, use them as a kind of checklist. If you're a kind of long term sort of big, multi-year kind of established team, you're likely to go deeper into areas of the framework and do more work around things like emotional intelligence or whatever else. So it's a really good point, alex. So, yeah, I think it's all of that, I think it's any.

29:46

I think probably often the classic distinction with teams is the difference between a team and a group, isn't it, I think, whenever people come together. So I think a group might just bunch of people hanging out together. I think a team is there with a shared purpose and a goal and working towards that shared purpose and the goal and that might be within an organization, might be the whole organization, might be a trusty board. Delivering effective governance might be, as you say, a task and finish, kind of people coming together from different places. Thanks for that clarity, alex. So I think shared purpose and goals obvious. I think the thing I would add to that within organizations is I would extend that created together. I think that's a bit that doesn't often happen and can be challenging in bigger organizations. I get it, but I think the more that purpose and those goals or objectives are however you're kind of describing those things in your organizations for sort of performance management, that resource allocation, that type of stuff I think the more they can be created together, the more ownership that can be within the team, the better. Really, I think what's up against us with that stuff is feels like it takes more time, can't get people together.

30:56

I'm on a deadline. Trust. These are expecting this by then. You know, I think we're going to really strive to do our, especially as I'm particularly thinking about strategic planning processes, which we facilitate a lot of you know. Start early enough to make it as inclusive as possible. Start late and rush at it and end up doing it over the weekend at home. Okay, you'll get a plan with some goals and some objectives, but you're probably not going to get the best out of the team if they don't see themselves in the plan and don't feel like that. So I think that's an obvious thing, but I think it's.

31:27

If you run the traditional year plans, you know I'm doing one on Saturday. I think it's a way they season September. October is a great time to get everybody together and do loads of big picture thinking and develop those ideas in the autumn through to maybe January, something like that. Get them in front of board. So give yourself that kind of six to nine months period or something like a strategic plan.

31:47

Appreciate, we're not just talking about strategic plans here, but it's a good example of purpose and goals and buying and sort of on a shift and things I'm going to focus on Tuesday. I'm very, very familiar, so I'm just going to mention them again. Eq so moving beyond self, emotional intelligence we need to have emotional intelligence teams. We need teams that can self regulate, that have empathy, in order to avoid the kind of drama that can otherwise start to happen and start to kind of distract us from our work. So, engaging everybody in emotional intelligence, those concepts and those ideas and really that commitment to understanding what's going on and how we bring our best to that work through that self regulation.

32:34 - Alex Blake (Host)

So what are some of the ways that leaders can do that? So say, if you're like you're the chief executive of a small to medium charity and you've been on your course, for example, and you've learned about emotional intelligence and you kind of done it for yourself and you want to introduce your teams to it and get them more aware of themselves and each other and stuff, do people go off and do the tools themselves and do some reading, or are there some like what's the sort of things that people can do?

33:01 - Rob Laycock (Guest)

Yeah, absolutely so. I think when people come on our programs, that's the intention that they're equipped, they're in leadership roles and the course not only helps them with their own leadership development but it gives them the kind of tools and knowledge and understanding to start to cascade that through their organization. Not everybody does, because not everyone will feel confident. Not everyone will be in that sort of position, but we have people who will when we're focused on emotional intelligence. Next time you see them, oh, we did that with the team and we've got lots of great insight from it and we're now doing this and we're now doing that. So I think because it's been around a good while and because it's well developed, and so when I did my first training in the early 2000s, it was a book written largely as a court text, isn't it? So it was mentioned, but I don't remember us doing any work on it and there certainly weren't all the free resources that are available around EQ now. So I think it's that kind of skillfully bringing that of learnedness. I think it's really interesting. What do you think? Can we get a bit of time together to have a look at it?

Shall we all do the self-assessment. Let's share our kind of results. There's something about trust and safety and all of that which is required. So that depends on the culture of your organisation really, but that's that kind of bringing that skillful facilitation into the team. There's something really powerful about not being an expert in this stuff and being learning yourself. So rather than saying you know, I've read the book, I understand this stuff, I've done the course, saying I've learned about this stuff, I found it really interesting, what do you think I think being that kind of bridge for other people to kind of learn and engage. If you find it's interesting, you think it'd be helpful for your team being that conduit, being that kind of bridge facilitating those conversations and that little bit of work. If that as an area say, our self-assessment for teams is 10 areas, done as a team should identify the areas that you want to work on, and if there are two or three areas and one of those is in Russian intelligence, don't know. Learning resources and all the other resources that people put in the link with the podcast are things you can actually do Self-assess where are we at, what can we do? And then you're involved, you know becomes part of what we'll talk about a bit later on a kind of team development commitment. You know a theme, something that we're working on over the next year. We're really interested in this. We're going to work on this. We're going to read around it a little bit, we're going to get together a couple of times. Lots of things you can do, I think.

35:36

So my next repeat area is communication again. So, again, I always mentioned these things in deficit. So what's it like when we haven't created our purpose and goals together? What's this? I don't understand that. What are you asking me to do? You know you're probably going to get work to rule, minimum efforts, a bit disgruntled, not greatly. More events for people.

36:03

What's it like if we don't have high levels of EQ? And I suppose what it's like if communications pull, throw over the place without communication. We're ping-pong things left, right and centre. We don't understand what they are. Hierarchies are in place. You know, wind, trouble, and it's counterintuitive that busy we are to recognise and need to communicate more. It feels like we haven't got the time. Oh, you just do it. Oh, I don't think, just do it. But we must. And if we don't, we've got to make that investment. We've got to find a way to make the time to communicate more effectively what we talk about in our program core skills. Three things to focus on communication listening, really listening really really, really listening not waiting for you to make your point or to outsmart the person.

36:50

Really listening to understand, and that's both ways. Asking questions, or could I just clarify that? Just explain that again. I wasn't quite sure what you meant by that. Would you mind could we have a coffee and just asking questions and sort of seeking feedback? So listening, questions and feedback kind of core skills around communication. So are we listening well, are we asking questions to seek clarity and are we providing feedback in order that we can sort of improve or what not? I'd really appreciate it. Or what would be helpful to me would be. Or when you shared that with me, I'd be happy to share that with me, like that. I found that a bit difficult to engage with. Would you mind next time doing that sort of feedback stuff?

37:32

New area for teams, which was surprises, conflict and tensions, or tensions and conflict or differences of opinion and tensions and conflicts whatever spectrum we put on it, it'll happen. It's natural. Every framework around teams and around collaborations says it will happen. And I think what do we do when it happens? We run for the hills, we respond with our flight freeze response which is hardwired into us. We don't confront it. It needs confronting. We can't kind of work through it. If it needs work through to find that kind of win-win, I think we really massively need to upscale around conflict within teams in order that it becomes a strength, a natural way of working and not something that stresses us out all the time and kind of festers. I suppose I think it's a really interesting area. I think they're my kind of big hit in ones, but I've also put in fun. Let's have fun. Fun, you know, when we're doing these things, make them fun, make them engage and have fun together. Enjoy, you know, really massively motivating for people smiling, kind of laughing, having fun together.

38:48

You know, even on a way that he's even when you're doing stuff that can feel quite dry, and make it fun, make it engaging, enjoy it, facilitate it. In that sort of way, people will contribute more, they'll go away feeling better, they'll be more motivated. It'll be part of our kind of culture, how we do things around here. You mentioned net. I'll just share this example that I've probably shared with you before. But we have a little organising group it's a WhatsApp group and then we do most of organizing through the WhatsApp group and we all have silly bitmojis.

39:19 - Alex Blake (Host)

Oh yeah.

39:20 - Rob Laycock (Guest)

And if you look through our WhatsApp messaging around organizing all these together like social change events, just hugely serious. You know, okay, perfect for occasions. It's just lots of fun. It's lots of playfulness and it's lots of fun and it's lots of enjoying the interactions with each other and, you know, obviously not in appropriate ways, but and by God, it's motivating and you enjoy.

39:45 - Alex Blake (Host)

It.

39:46 - Rob Laycock (Guest)

And it's really boys you and really gives you the sort of energy you need to drive work that can be challenging, you know, can be challenging and difficult, often challenging and difficult this type of work.

39:56 - Alex Blake (Host)

Lots and lots of people, there's a distinct lack of fun in their kind of working lives as in the lack of that kind of lightheartedness. There was something I wanted to ask you. I just when you're talking about some of those things around conflict, around sort of feedback and things like that and that was just thinking about that sort of psychological safety We'll come up in a few conversations in one context or another, so it's one is that sort of part and parcel of some of those things when you're talking to people about that kind of team environment and that sort of thing, because you need to have that safety to be able to feel comfortable to give the feedback, don't you? And then you know, in terms of dealing with some of that conflict and tension and things like that as well?

40:39 - Rob Laycock (Guest)

Yeah, I think the psychological safety model appears in all three of our frameworks.

40:44

So, again, I think, if you're working in collaboration, thinking about self or thinking about teams, I think those ideas have been developed. I think recent work has been a lot of it come from Google and big corporates, but there's some great stuff in there and definitely stuff that we focus on newer but kind of interesting. And, again, you can do interesting psychological safety sort of free assessments so you can get an understanding of what you need to feel safe in the workplace as opposed to your colleague, as opposed to your next, and some lovely kind of quick to do learning about each other, about what I need to feel

safe, logically safe, in this environment in order to trust and, you know, be vulnerable and be allowed to make mistakes, and yeah, so there's definitely definitely a really good, good framework, good to have a look at and good to sort of explore with teams and some great resources about freely available around psychological safety, because it's kind of a little bit zeitgeist, isn't it? I'm not surprised it's sort of come up in other conversations. Good stuff.

41:50 - Alex Blake (Host)

Yeah, I think it's come up in a couple, I'm sure. Definitely, I was talking the other week to Engosi, who you obviously know as well, as part of the network and being involved and things probably involved in the coaching collective as well. We'll have a conversation for the podcast around equity and diversity and inclusion. So psychological safety was coming up in that in terms of how people can, well, how organizations can, explore that sort of issue with their teams. Okay, so we've done by self great teams.

42:22

We're going to leave collaboration to one side, at least for today, Otherwise we'll be here for too long. So I think we're going to talk a little bit about smaller organizations and under resourced organizations, maybe Thinking about their resource, their ability to kind of invest in people development and, I suppose for organizations in general, for leaders, thinking about you know how much should I be invested in people development and you know what can I spend it on? You know lots of people kind of not mad about sending people an expensive training courses because often it doesn't feel like you're necessarily getting value for money. There's all sorts of different things you could spend it on. So yeah, let's, let's get into that a little bit, thinking about that, that side of things. How can you make best use of the resource you've got? Do you think?

43:21 - Rob Laycock (Guest)

Yeah, so I'll share some data which I've been having a bit of a look at, which I think is interesting, around sort of people work for development headline data for people, which I think is relevant because it gives us a bit of a sense of scale. So this is about England and Wales. This is from third sector trends 2022, looking at employees, volunteers, diversity and investment in people. So kind of workforce scale is to make it at 1.1 million people, interestingly, 4.3 million volunteers. I guess in the Northeast our context what we're interested most focused on and I guess the reason why we're most focused on it because of these numbers we've got about 8000, what this report calls third sector organizations, which tends to mostly charities but also some social enterprises in there On 37000 employees in the Northeast and we estimate should be data on this. There might be data on this, but I think the estimate is about 20 to 30,000 trustees in the Northeast. So I guess, yeah, so I guess that's the kind of scale nationally, but also the scale regionally. So I guess there are

sort of 37000 people, even if we're just looking at employees in the sector, and I guess my curiosity is about what the tune is that they have for growth and development. I think sadly and I'm happy to be corrected I don't think very much. I think it's very, very scarce.

44:50

So then some interesting other data, mixed interpretation of this. This data from the same reports talks about they lose. The language of investing in people, of course, sounds a bit familiar. They talk about 45% of all organizations, all TSOs in England and Wales, having a training budget, so less than half. They separate training budgets from personal development and looked and looked and looked and I can't see what the difference is. So, with that caveat, because we wouldn't really see them as different, they talk about 53% of all organizations having sort of provision for personal development.

45:27

I suppose this is the interesting thing for me. So 91% of the biggest third sector organizations, 91% have significant training budgets, whereas only 16% of what they describe as micro organizations 16% have a training budget and the space in between. So in that income quarter of a million to a million, it's about 84% of organizations have a training budget, dedicated training budget, when we get to 50 to 250,000, if it's about 65%. So there's a, I think, clearly something going on here whereby the smaller you are, the less likely it is that you have resources for training and personal development. I don't think it would be hugely surprised by that Might that tell us that bigger organizations know they need to invest in more people. One of the quote, alex, before that's another question which I think is interesting, related to the work much of the work that you do. There's also a quote in there. It says that organizations which invest more heavily so I guess those bigger ones generally are more successful at increasing income.

46:33 - Alex Blake (Host)

Yeah, I mean, I think the stats are definitely really interesting. I think, as you know, there'll be loads of new ones within that as well because of those that have training budgets. They were training budgets and then they were training budgets. So I mean, if you think about the numbers of staff as well, like they'll be a good proportion of that stuff that are kind of frontline workers, whether in maybe like social care providers, housing associations and things they will have like mandatory statutory training that they have to do. So there'll be a training budget for that.

47:10

Now, that is not the same, as you know, having the space to think about emotional intelligence and how you communicate with people and all of those sorts of things. So you know there's yeah, there's loads of stuff to to unpick that as well, in terms of what different organizations in the sector are investing in training, and of course, there'll be differences. You know lots of organizations they might send their senior leadership team on those sorts of courses where you think about emotional intelligence, but then, like the other 90% of the workforce and not getting that, they get in health and safety training and safeguarding training and things like that which you know obviously important in their roles. But you know, they're not not necessarily getting that kind of same development opportunity.

47:57 - Rob Laycock (Guest)

And I wonder whether it's the personal development data. I need to dig into this a bit more and I have scanned the whole document for a definition of what they mean by personal development versus training might be a really simple answer to that. And I'm just being that similar data. So biggest 93%. The middle bunch 250 to a million, 89%. So similar.

48:17

The statistics kind of broadly look the same and I assume when we talk about personal development support generally, guys, there's a vital aspect of organizational development. Is people some assuming in here there's more of the type of stuff that we're talking about today and you say less of the substation type stuff. But I even in the long form report and they trust somebody what the grouping up into there need to get a little bit below the data to understand that a bit better. But I think there's a broad picture which wouldn't surprise us, which is the bigger we are, more turn over, have some point. We've probably got like HR dedicated staff. We've got like OD dedicated stuff in those as sort of scale thing going on.

49:01

Isn't there where an organization gets to a certain scale? Rather than juggling all these kind of organizational roles, you start to separate them out because you work forces at that point where you need, you know, per people development person you need kind of a sub, somebody focused on culture and all those those types of things. So it's not, but I think it tells the story and I think I know talking to Stephanie about this, we also wonder with the smaller ones, much more project funding based, not skill People development money, when naturally the money's coming through a project and I know there's some exceptions to that with the way the National Public Community Fund supports through the grants plus and other funds as well, as it's not how really the case. But I just wonder whether there's less restricted funding in the mix for smaller organizations that is much less hard to ring fence resources for people development, for investment in in people.

49:55 - Alex Blake (Host)

Yeah, I think there's definitely something there. So I mean, I know it's really difficult to generalize, but I'm going to ask you to anyway. I mean for and you can caveat for different sizes of organizations, I guess. But when you're thinking about people development budgets I'm sure you've said before you've got a kind of a bit of a guideline of, like percentage of turnover you might want to set aside for that. So be interesting to kind of share, share that with people. And also just how might people think about structuring that budget once they've got their x percentage? Okay, we've got this amount of money. You know what? What? Some of the things that you think are good things to invest in, or how you might think about how you might utilize that budget.

50:42 - Rob Laycock (Guest)

Yeah. So three things to cover here, if it's helpful. So number one, how to resource it. Not everything costs money, but some things do. Secondly, how to allocate that resource once you've managed to ring fence it and defend it, which hopefully is a senior leader or as a chief executive, you have authority to do if you choose to. And then what I've called little bit jargon, sort of typologies of investments, of what. So we've ring fenced the resource, we've thought about how we can have allocate that and then we're actually doing the sort of allocation of it. We're thinking kind of imaginatively about the kind of range of things that might help people grow and develop, be effective in work.

51:28

So in terms of the how to resource it, yes, for a number of years now, I suppose, based on my experience of being a chief executive and speaking to other chief executives, it seemed to me that those organizations that were doing this well seem to be spending about 3% of their turnover on it. So if you turn up 100,000, you might have 3,500 pounds, 257,500, 15,000, et cetera. It seemed like organizations that are doing it well are spending that, something like that, they're allocating something like that in their budgets. So I suppose a short on for that is 3% for people. So now there's something in here. My caveat I put in there is if you just sort of assumes that most of your kind of turnover cost is your salaries, which in most organizations is true, if you happen to be an organization like a social housing provider, where big chunks of your budget are to be with capital, you'll clearly need to take a different view. But I think if you're that majority of organizations where typically about 80% of your turnover is salaries quite typical, that 3% for people what have we got in our budget lines? What have we got in our annual budgets? Where does it sort of sit alongside that? So I think 3% for people is a good aspiration and then obviously, trying to leverage it and match it up, it was easier than it is today, but you might find it's harder, I think, today to kind of match funding for this type of work, harder than it was, to be honest, pre-osterity. It would be kind of easier to put some money in and to be supported by a kind of easy access support fund in the region. That would doubly in money. So if you can, great, but at least if you've got that

sort of baseline, how to allocate it Dead obvious. I think You'll note, today I'm not talking a lot about volunteers.

53:20

It's not an area of expertise of mine, so apologies for that. Because volunteers are obviously part of the, the, the, the, the, very much part of the workforce and for some organizations, a huge part of what they do. Less so for others. So I'm you're the one here talking about volunteers much because it's it's less. I'm just got far less knowledge and experience around that. I'll leave those of expert organizations to do that.

53:41

Now, to allocate resources Three areas, dead obvious, but three's a quite handy, aren't they? I think I would think about kind of individual development activity, maybe a couple of things in there, probably identified through appraisal and supervision if you're using those processes well. So we've identified some development areas for the next year. Okay, I'm looking to do this, this, this. If the short costs it's all short interventions and the low costs, you hopefully you'll be able to feel like you can fully fund that. If the longer programs higher costs, perhaps qualification based I remember supporting people to do kind of higher level degree study you might look at making a contribution. You might look at also kind of bonding schemes, so if the person leaves within a year they pay something back at that type of stuff.

54:27

So I suppose that kind of individual identifying individual development areas, then moving into team development activity. So we've talked about what that might be taking. You bring something into the EQ work to get us started, who knows? So, again, based on identified areas, we could use something like our toolkit to self assess what those things are and say, okay, well, themes for the next year when there's some work on communication, we have some work on conflict, going to have a look at EQ and over the next 12 months there are the things we want to put a bit of time and energy into.

54:57

Where we have time and energy amongst our busy, busy day jobs Could be team away days. I love away days If I feel facilitated. Well, and no, not everybody does. I think that, probably because of our bad experiences, so fantastic opportunities for learning and connecting and exploring and can move forward in things. I think, again massively dependent on type of organisations. I think teams in the organisations we work with less than a million pounds, I think they should have an annual away day as a team day, two days maybe to refresh, to do

some work, some deep work, see whether they can move away from the office for a day. I think that would be a good sort of rhythm to get into.

55:41 - Alex Blake (Host)

I think, ideally something more regular. Oh, yeah, I think. And yeah, of course, ideally, yeah, we'd do. You know X, y and Z.

55:50

But I suppose, even with stretched resources, I think that, like, I think part of the challenge that comes with those away days is the fact that it's only once a year, so then it's either focused on strategy development and stuff or it's cramming loads of stuff in, or it's just a fun day and then it's less intentional what you're getting out of it. If you were doing something, if it's like a half day on a quarterly basis, then you've got more of a rhythm for coming together and doing things like that, and then that could be where you can then explore some of those things. Like you could spend some time on emotional intelligence and then follow that up with stuff that's built into your kind of existing schedule routine. You could do another session on communications. You could kind of tackle different things, the different ones, and build in a bit of that sort of fun into it as well and things like that. And I think that that could potentially work really well as opposed to kind of trying to do those sort of single, single-way days and things.

56:53

But yeah, it's interesting the resources. Often it's the money's always tight, but often it's the time that's more difficult, as in creating the sort of time and space to invest in these areas, and I think there's never spare time. So it is really another case of like it's up to the leadership to say we are committing to putting this time in and, I suppose, showing the importance of those things to the organization and investing in their people, investing in those things like emotional intelligence. Yeah, I think that's the biggest challenge in a way, isn't it is making the time and that there will never be time available, and if it's always a kind of well, when we get time to do it, when we're a bit less busy, then we'll do it or never happen. So it's having to really really kind of be intentional and make that kind of decision at senior level and make the decision to invest the time.

57:53 - Rob Laycock (Guest)

Yeah, definitely. I know I wasn't suggesting for a moment, but the only thing a team would do in any 12 months is having a way to. I think it's useful to do some deep work at some point in a year is what I would say. But if a team say, for example, want to do some work around conflict and tension, communication, emotional intelligence, yeah, it's then a

program. It's what does that look like across the year? What does that look like for us individually? So it's definitely not a message around.

58:22

You know, once a year we do this. The rest of the year we're not paying any attention to it. I just think there's a nice rhythm in annual, I suppose, as long as sessions, if facilitated well and that's the key I think allow for kind of deeper engagement, deep work alongside what might be, you know, shorter sessions. You can do, you can do. I think that's up to those in the position of kind of making those things happen to sort of determine what's appropriate for the team, what we're going to afford, how much time we can spend those types of things. And you're right, we're always up against the backdrop of being time. You know we have a time. We're time poor in the sector, absolutely, and you're right. I think that's a far bigger issue than you know. Having a few hundred pounds to attend this course or that sort of, it's the cost of being out of the office, out of the work, away from the work, from that period of time which feels even harder to make a reality.

59:16 - Alex Blake (Host)

Yeah, I guess it depends on size of teams and stuff like that as well, does it? Because if you're a bigger organisation, then of course like half a day, if you're all together you're not going to get very far with much, whereas if you're a smaller team, kind of up to 20 people, then you can get quite a lot done in that sort of four hour slot.

59:36 - Rob Laycock (Guest)

Yeah, yeah, and that's probably always. Mostly. Most of my experiences are smaller charities. So when I don't have experience over the few exceptions is the big charities with hundreds of staff.

59:50

And our day job is one, three, six, 15 staff if you're lucky. I guess that's what our attention is. How a view is that something? I guess the data is backing up a bit. That's where people have least opportunity to access things like coaching or other things. You know, I suppose that's Part of our kind of mission really is to address that gap, be completely blindsided to how the big ones go about this stuff and Not disinterested, but certainly disinterested in terms of our energy and our work. I don't see our work being a great fit for them. Necessarily, and you know, the end of the day, the vast majority of the sector is small. 96% turns over less than half a million pounds. So the sector is small generally.

01:00:41 - Alex Blake (Host)

Obviously we have some big, big organizations in, yeah, but it's yeah, and I suppose, jen as yeah, I suppose in general the very large organizations they have in house resources to do all this sort of stuff, done they, so they don't really need, you know, they might still get some facilitators in for some of those kind of offsite sessions and things like that, but they should have those sort of organizational development people that can drive some of those programs and covering the topics we've talked about. So, yeah, still needing to look at those sort of same topics, but they have, you know, yeah, that's the resources to do it on a larger scale, because that's, you know, the work and that's going to get that number of people.

01:01:22 - Rob Laycock (Guest)

That's right, I'm at the finish map. My third area, obviously, board trustee development activity. So if we bring fence down 3% and we're thinking about assigning it, are we thinking about making sure that? And I don't know whether it's quarters or percentages and flexibility with those things but I would just be making sure that some mix of individual investment, individuals, investment in team development, investment in the board and trustee group and, yeah, some flexibility there, but kind of consciously making sure that we think, and obviously, if there are a lot of volunteers, I think that would be a fourth. So could be percentages, could be quarters, but we're out of 3%. We're going to our kind of three areas of focus. And then I could just mention some things that I think great investments to make, the type of things that you might kind of think about when you are going to spend some money. As a first of things you can do yourself internally.

01:02:12 - Alex Blake (Host)

Yeah, I think the question around the board, investing in people there and individuals and as a team and stuff is really interesting, but I'm not going to take us down that rabbit hole because I know we're working towards wrapping up time now anyway. But yeah, it's probably another, another episode on the big sort of challenge and opportunity for the sector in terms of boards. So yeah, did you? Did you want to mention some of the specifics? Did you say? Yeah, just briefly, and it's a bit of a list, I suppose, but I guess, just to finish, finish that off with ring fence down 3%, we've kind of got these three areas that we're going to invest in and we're thinking about what we might be doing.

01:02:42 - Rob Laycock (Guest)

So suppose it's making sure we've got our eyes up and seeing what's available. I'm obviously going to mention mentioned coaching and mentoring for individuals but also for teams, kind of really interesting encouraging people to invest in and I think that's a really important thing. And so, for individuals but also for teams, kind of really interesting encouraging people to join action learning sets or for teams, forming action learning sets or training as

facilitators of action learning sets, so you can do it internally. We do quite a bit of that, obviously, just taking part in what we call CPD activity, so that could be all sorts of things short courses, dropping into things, kind of longer term things, I think, opportunity to attend conference and events important for individuals, potentially I say, lots of things we can also do. That aren't money going out the door really, and I suppose I think supporting people to do reflection, kind of watching podcasts and videos, doing reading, maybe work, shadowing, lots of things that sit alongside this, with a little bit of a framework for this, which positions stuff that you might need to pay for alongside all the things that you can do without incurring a cost, and I guess it's kind of mixing those things together for an individual in a way, offer a team in a way that kind of works across their next year based on their priorities.

01:04:00

So yeah, I think boards yep, it's like different application. I do like a way. Days for boards it's 10 and 10 and 10s to be what they go for. They're very time poor again and I think getting the board away for every couple of years is quite good. Depending on your size of organization, every year might be a bit much. Lots of great self assessment tools out there for boards to really identify where they're doing really well and identify where they want to strengthen.

01:04:27

And you know some resources available to organizations to think about what that might be. What might that involve? And the same rules apply to that conversation we had about the team. It's not the just the away day, it's what are we doing across the year, what's the board doing across the year, what are the areas that we're working on? We might identify them at the way day and then embark on the next 12 months and doing some activity around that.

01:04:49

So yeah, I guess we also think about, think about scales is interesting. That's a bit of a repetition, but I suppose that kind of individual to team, to whole staff team to kind of board, to whole organizations, a different spectrum to kind of have in mind when you're making these investments. And I guess you're just making sure that you're allocating your resource in some way, using some sort of sensible formula or percentages, that you're not just thinking as you talk about earlier. Alex isn't just about compliance, training or health and say it's actually about people, it's about teamwork, it's about the stuff that we've talked about today which is important to all the people in our organization and especially if we're going to work well together and drive our purpose and our work.

01:05:33 - Alex Blake (Host)

Yeah, you've said there's a whole bunch of resources that we can share, so we'll get those on the web page. Go to links there. If you've got PDF sign anything, we can stick those on there as well. Anything final you want to say before we go?

01:05:47 - Rob Laycock (Guest)

I mean, as he said, lots of stuff with, will have a look at how you share that stuff with with listeners, and we'll spend a bit of time kind of pulling together some material that relates to what we've been we've been talking about today. So hopefully people find that that, that have interest. And you asked me whether I wanted to promote anything, request anything. So if you happen to be based in the Northeast, you might want to look to join the Northeast together. We'll put links in for that. If you're looking for affordable coaching and you're working in the Northeast, have only community social enterprise sector, have a look at the Northeast coaching collective and we do run a couple of open these shipment management programs a year which are really designed to be affordable and find strike the balance between, yeah, enough time to do some good learning together, but not so much time that people can't commit to it.

01:06:44

So that's a. That's a three day program, slightly shorter days, with a half day the start and after the end. Next one starts next week. But we run those in spring, summer and kind of autumn, winter of every year. My request, if anybody feels minded to I'm not sure how you distribute this, whether using LinkedIn or whatever, I'd be curious, if you wanted to, in three things what's your annual budget for team to be able to talk for what we've been talking about, for people development, I think is what I would broadly call it. So what's your annual budget? How do you allocate this and what type of things do you typically invest in and why those things? So yeah, it'd be interesting to hear whether we can gain, it's like from from people and the grid.

01:07:34 - Alex Blake (Host)

Yeah, good stuff. Definitely recommend all of those bits of Rob promoted. As I said, the network's fantastic if you're in the Northeast we enjoyed being a part of that benefited from the coaching with one of the coaches can definitely recommend that and I know I've not been on Rob and Stephanie's training but I know from seeing them facilitate sessions and from seeing the sort of work that they produce that and from seeing these frameworks and talking through a lot today, I'm very confident in recommending that as well. So, to answer Rob's few questions Rob, like or con LinkedIn probably can find contact details as well on the yes, we can community websites. And I think that's probably everything for us for today. So, if you've made it all the way to the end, thanks for listening. Thanks, rob, for your time. It's been great. So, yeah, until next time, take care.

01:08:23 - Rob Laycock (Guest)

Thanks, alex.

Transcribed by [Podium](#).