

5 CUESTONS

Finn Lynch, Blackbridge Communications







About Blackbridge





we're being as rec these CUESTIONS.

How do we talk about DE&I?'

'How do we talk about DE&I?'

¹ Randstad UK;

² Institute of Employment Studies;

96% of UK firms have a DE&I policy in place¹, but investment varies

Key themes in 2024 include intersectionality, wellbeing and leadership²

Two specific questions we've answered recently:

- 'How should we talk about DE&I? We don't have any statistics to share.'
- How do we focus on inclusion?'



Shifting sentiment







We want women to have a real choice, especially when it comes to their careers.







flow do we turn our people into



'How do we turn our people into advocates?

¹ Social Media Today;

² Hinge Research Institute

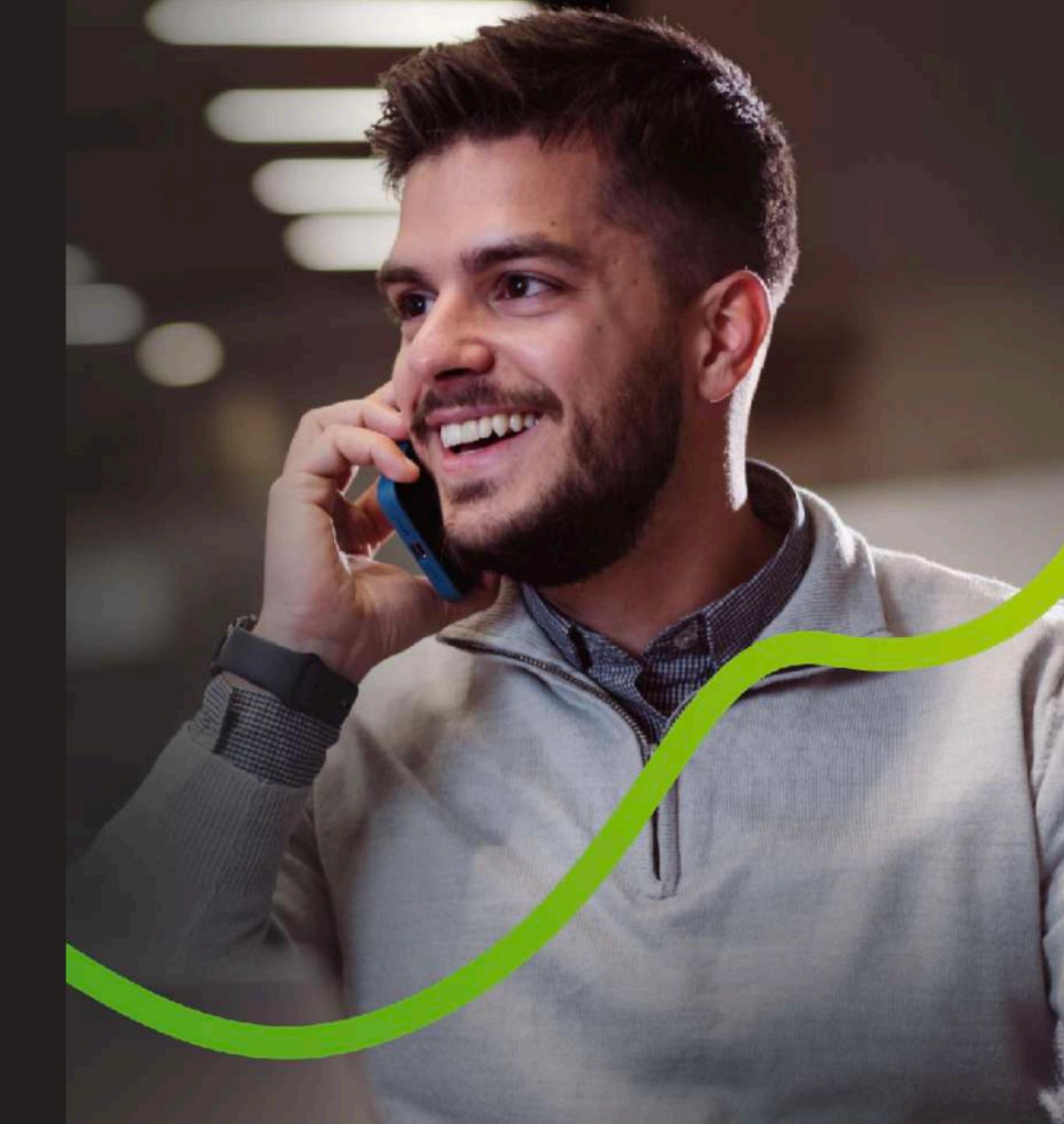
Company content shared by employees gets 8 times more social media engagements than original company posts¹ 86% of employees participating in an employee advocacy program said it positively impacted their careers²

'Can our people help us to attract the talent we need?'



Employee Advocacy Techfluencers





Tech transformation at LBG

FROM

AHIGH

- Survey respondents perceived LBG as employing contractors for work of this type
- Recruiter feedback also told us:
 - There is a lack of awareness of scale of the transformation – we need to tell the story
 - There is a perception is that we are a bit antiquated in our approach; old tech
 - The type of work is more important than career

STREET BANK

Only 21% of survey respondents saw LBG as offering transformation & tech challenge

ТО

ALEADING **TECH FIRM**

Key audience motivators are tech & flexibility

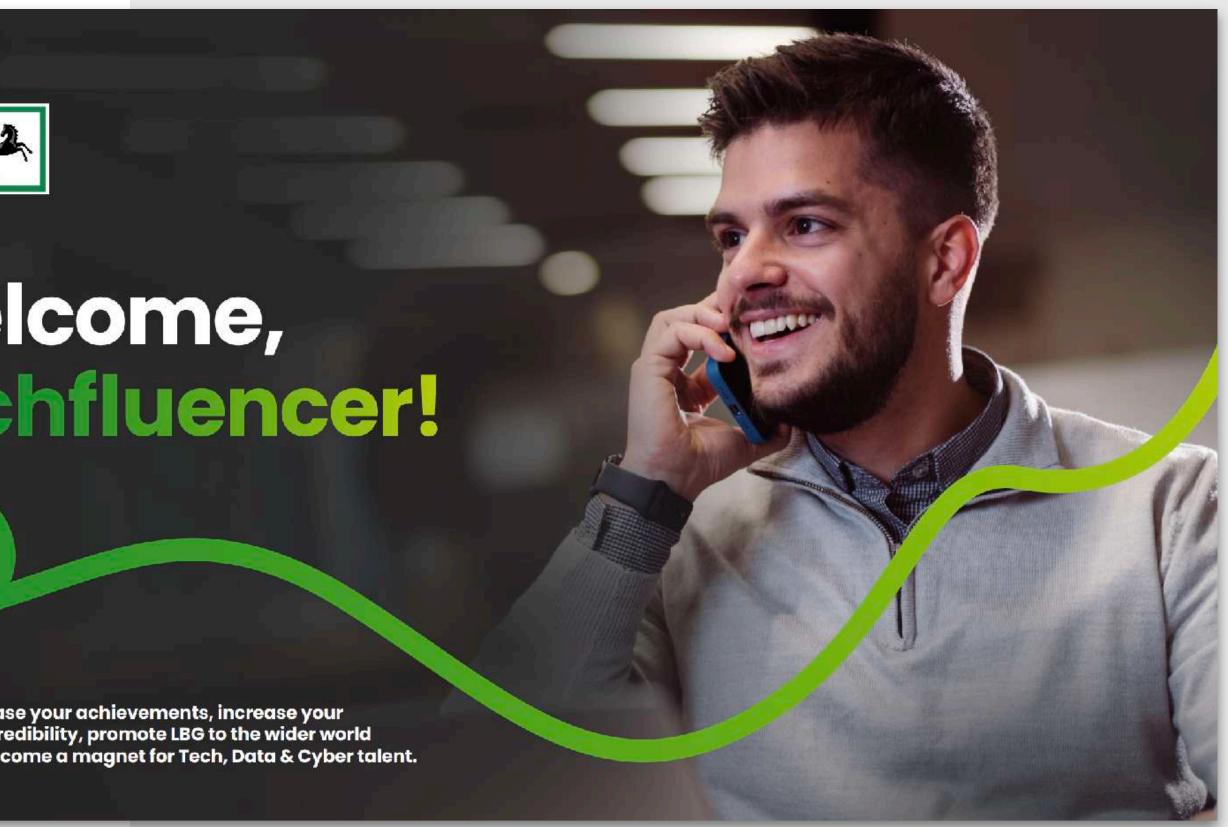
- 27% of respondents in the omnibus ranked flexible working as priority factor
- 62% of developers want to be tech leads, while only 15% want to be managers, Hackerrank 2020 Developer Skills Report
- 59% of candidates want to develop tech skills OTJ, Hackerrank 2020 Developer Skills Report
- More employers are offering flexible working, Devskiller IT Skills Report 2021





Welcome, Techfluencer!

How to showcase your achievements, increase your professional credibility, promote LBG to the wider world and help us become a magnet for Tech, Data & Cyber talent.



☆∢▷

Tools, Tips and Resources

Social Media

Even if you already consider yourself a social media expert, there's always more to learn, and our team has put together a refresher guide to cover posting, particularly on YouTube and Twitter, places we know prospective talent engages. You'll also find a useful library of templates and brand-approved images that you can use to make your posts look fantastic.

Optimising your profile

When thinking about optimising your profile, keywords are the best place to start - it's how you'll be found in search and what you'll be known for. So, first you should think of 5-10 keywords or phrases that will enhance your profile. Then ensure that they appear at least once within the bio/summary/experience sections of your own channel.

LinkedIn



(8)

The key areas to complete are the header, the summary and your experience (these will give you maximum visibility across the platform so that your posts can be found as easily as possible). Your **header** should contain your current role. Your summary acts as an executive summary of your career to date as well as what your focuses are now. Your experience details your current responsibilities in your role. Finally, a clear profile picture is important for building immediate trust.

follow soon...

As part of the Techfluencer programme, we'll also be running a LinkedIn Optimisation session, more details to

Using LinkedIn My Company

The My Company tab can be found on LBG's LinkedIn channel. It's a trusted, employee only space to help you stay connected to your co-workers and join the conversations that matter most.

Here's a simple guide to accessing My Company:

- 1. Go to the LBG LinkedIn homepage on your PC or your mobile LinkedIn app and navigate to the 'My Company' tab next to 'Home'
- 2. When prompted, add your LBG work email address. You will be sent an email to this address with a verification code
- 3. Enter the code and click 'Confirm'. Once confirmed, you will be able to access curated content posted by LBG in the 'My Company' tab

Through My Company, you'll be able to share content recommended by LBG, quickly and easily. Simply select the content, customise it and click "post".

Sharing the content is easy. To see all the available content, click 'See all'. Select the post you'd like to share and click 'Post photo' or 'Post article' under recommended content.

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Some examples of great content

What does great look like?

Looking at what's working well for your audience is key to the success of your hiring posts. What works for Tech may be different to Customer Services. Here's some examples of high-performing content:

Jasiyot Singh OBE - Following CR0, Comune: studing at Ubyds Ba bw - Edited - @

Barker-Bennett, kindly hosted by Sentil Bos-

Ranii Roteju + Znd druce Crief Cene and Analysius Officer at Clerks Benning Br., two + Edited + 10

I love taiking to people about why they should consider roles in Data and Analytics at Lloyds Familing Group. Data Science and Data Engineering are definitely the seviest, most in demand and future proof roles of the 21st century. At Lloyds Danking Group we have an inspirational purpose "Heiping Datain. Prosper' that opens up really interesting data and modhine learning use cases, Britain's richest data set and a Leadership team that are actually backing their belief in Data as a core enabler with significant investment. We are committed to belief in Data as a core enabler with significant investment. We are committed to creating a diverse and inclusive team. Was great to speak at a Women in Tech cancer owner takey, singetide CEAD colleagues, taking shour. Why a corors in Data and Analytics at Lloyds Banking Group¹¹, Curicsity, willingness and aptitude to continuously leam and problem solving skills are the key traits. Look for when I hird. If you'rd a Data Secontrat or Data Engineer who wants to work at a purpose driven Bank...please ger in touch, we have loads of interesting roles.



Speaking in their own, authentic voice

It was great to meet the teams in person and take part in some interesting discussions around the German economy. Iaiso really enjoyed getting the opportunity to listen to colleagues in our townhall session. hanks to all involved the planning for the day and I look forward to seeing th team again.

Last week I thoroughly enjoyed visiting the Europe teams in Benin with Robina

Sharing the "behind the scenes"



Championing teams and customers

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Social media best practice

01

Interacting with your audience is crucial for building a strong social media presence. When responding to comments, make sure to maintain a positive and respectful tone. Avoid getting into negative or argumentative discussions, as this can damage your online reputation and turn off potential followers. Keep in mind that social media is a public platform, and any negative interactions can quickly spread and harm your brand image.

03

When tagging your location on social media, avoid using specific addresses or landmarks. Instead, use broad locations like city or country names.

By keeping these practices in mind, you can help protect yourself and your information while using social media.

(2)

02

04

#

Protect your personal information.

When sharing pictures or videos, be

mindful of your surroundings. Be aware of

specific locations like a hotel or restaurant.

what is in the background. Avoid sharing

images that could reveal your location,

such as street signs, landmarks, or

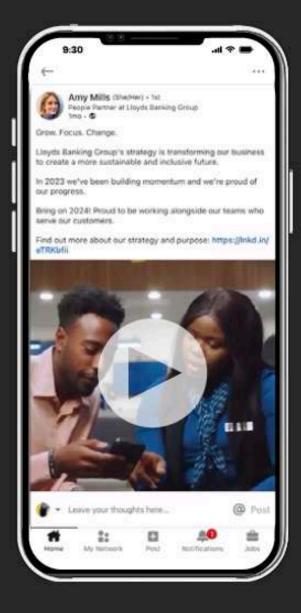
It's important to protect your personal information on social media. This includes things like your home address, phone number and financial information. Be cautious about who you connect with and what information you share.

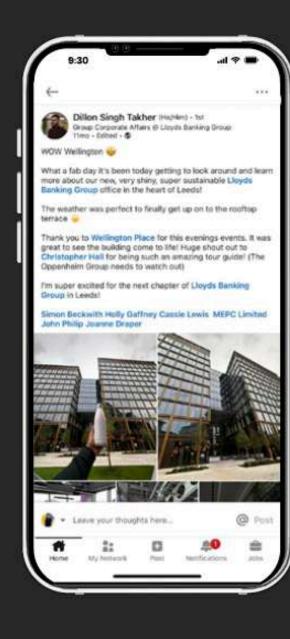
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6

Aligning to the LBG content themes







Transformation

How are we doing things differently? Faster? What work are we doing to become a leading tech organisation?

Skills & Learning

How are you learning and developing new skills for the future? How is LBG supporting this?

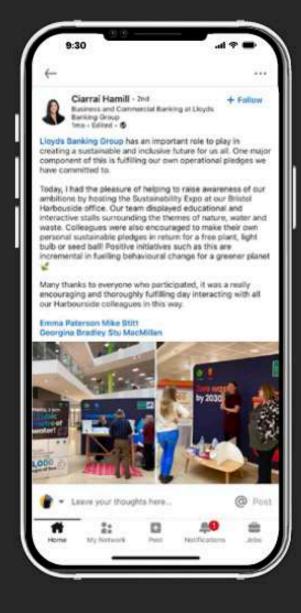


Job sharing, Flexible Late-Stage Careers, Flexible Summer, Flexible Bank Holidays & Moments that Matter, Hybrid Working what do they mean to you?





Flexibility



Workplaces

What's going on inside our workplaces or the transformation of our offices e.g. Manchester, Leeds, Birmingham. How are we incorporating sustainability into our workplaces?

Inclusion by design

Kelly Mulrooney - 1st

NCLUSION

Manager (People Transformation) Storytelling (ate for Warnan in Tech & Cyber (Capatelity Load (Lea

mbracing diversity in all its forms - be it ethnicity, gender,

age, or background – is a powerful catalyst for innevation, productivity, and overall success 10

At Lloyds Banking Group we benefit from a diverse pool of erspectives, experiences, and talents. This diversity sparks

eativity and drives innovation, propelling our organisation

When our employees from different backgrounds collaborate

they bring a wealth of ideas that can lead to groundbreaking solutions and strategies 🛶

More importantly inclusion contributes to employee morale and engagement. When individuals feel valued and included,

ey are more likely to be motivated, committed, and loyal

An inclusive workplace is a breeding ground for learning and

Inclusion is the key that unlocks the door to understanding. cceptance, and progress – a powerful force that turns iversity into a source of collective wisdom and shared

ydsbankinggroup #lbg #growwithpurpos

personal growth. Exposure to different perspectives fosters cultural competence and broadens our employees' horizons eating a more well-rounded and adaptable workforce 🚽 The importance of inclusion for our organisation goes beyon compliance and checklists; it is the key to unlocking the full potential of your workforce and staying ahead in an ever-

adapt and thrive in an ever-evolving market

anging business landscape 🔒

ff.

How does inclusion show up in the roles you do around tech or the projects you are working on?

Techfluencer monthly workshops and upskilling

LinkedIn profile optimisation

LinkedIn badges

Content planning

Creative writing & long-form articles

Video & image creation

Expanding networks & speaker opps



Techfluencer participant activity

(sample)

A busy week is coming to an end. We launched registration for our latest Reboot Hackathon, our keynote tech learning event, on Monday morning with 1000 places for colleagues at Lloyds Banking Group who want to take the opportunity to learn more about technology. The event in November will be on the 5th anniversary of our first Reboot, and will be the tenth - and largest event we have held, hence it as been titled 'Reboot X'. We're pleased to be working with our partners at Publicis Sapient and Microsoft once again to deliver a series of talks, workshops and exhibits as well as a hackathon competition

When we launched our first Reboot on a cold November morning in 2018 we had no idea whether anyone would even turn up. It had taken over a month to register around 350 people for the event, but on the day we had a great turn out. Fast forward five years and our latest event, three times the size, was fully booked in just two hours. My team has done an amazing job to handle all of the requests and queries around Reboot this week and I'm looking forward to posting our usual event round-up video in early December. You'll also be able to hear from us on the #NoOrdinaryTech podcast on Spotify in the new year as we are recording two new episodes at the event.

#NoOrdinaryJourney #EngineerTheFuture



Ant Pulley (He/Him) • 1st

Next week I start my three month Shared Parental Leave from Lloyds Banking Group. Looking forward to turning the emails off and focussing on my two girls over the summer! l expect I will be able to manage a viz or two over that time though 😁



CC Natasha Nagra and 168 others

Reboot Hackathon

Data Visualisation and Insights professional. Tableau Public Ambassad...

...

#noordinaryjourney #parentalleave #dataviz



The Wolverhampton, Pendeford hub yesterday in the gorgeous Novemeber Sunshine! It is such a stunning building!

🙌 Free Parking on site

- The amazing Gather & Gather team
- **99** Fantastic network of colleagues New Workplace atmosphere Squad
- Outside seating area

<u>#NoOrdinaryJourney</u> #workplacewellbeing #workplaceculture #LBG #wolverhampton #WorkplaceWednesdays #worklife



NARAYANAN PALANI · 2nd (🧖) Senior Sustainability Engineering Lead 🎓 Harvard B... 2w · Edited · 🕥

+ Follow ···

Incredible news that my teams are being selected as Finalist to #CloudExcellenceAwards 👟

#GrowWithPurpose is a mantra that lead us to focus on what matters to application quality-In my experience, getting talented engineers to teams and attracting them to contribute to latest tools and technologies are not that easy and it is not going to happen on day 1. But this has been made possible after a series of relentless efforts from group of engineers working with me in digital native app journeys. Asa a result, this incredible progress on #CloudTransformation led us to be #Finalist to #CloudExcellenceAwards read the latest article here: https://lnkd.in/ekGUFRzM

Thanks to Sai Mallick Nandam for being a brilliant QE Lead in implementing code **#reusability** through multiple engineering interventions, saumya patni has been exceptional in testing native applications for improved #accessibility, #automationCoverage, Adesh Patra has been kind enough in fixing native app test code, SUHARSHINI JONNALAGADDA has been managing test code across multiple journeys, proud to see the strong QE leadership from Sandhip Ravindran, Kunal Nagpal and truly inspiring contributions from Abhishek Tyag on Quality Engineering across Cloud Transformation 👟

Truly #NoOrdinaryJourney it has been and proud to be part of **#DigitalTransformation** & looking forward to see the final results of the awards at Thursday 21 September @ Montcalm, Marble Arch

Proud to share the full results here https://lnkd.in/euB6m9Yd

PERSEVERANCE IS THE KEY TO SUCCESS

As a parent I am personally so grateful for this flexibility as it significantly reduced my worry and stress - like many other parents - who are concerned about childcare over the summer 👾

Work-life balance is about finding a way to manage the demands of your work with your personal life. A good work-life balance means you can be happy and productive at work and also have time for yourself and your family 🚵

The ability to determine when and where to work greatly contributes to a healthy work-life balance - especially over the summer holidays when there is even more pressure to be everything for everyone 🙃

Like many I constantly battle with Mum guilt as a full time working parent and this has given me the opportunity to have less time commuting and more precious time with my two beautiful daughters

Thank you Lloyds Banking Group from a Mother, Wife and working woman who is constantly trying her best to balance work and life and be the best role model I can be to my two little ladies 🧮

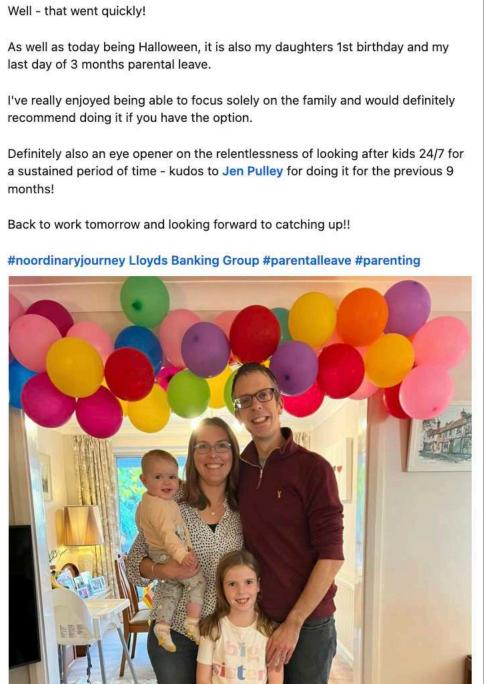
"Never get so busy making a living that you forget to make a life."

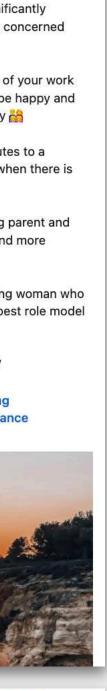
#lloydsbankinggroup #lbg #noordinaryjourney #flexibleworking #flexiblesummer #peoplefirst #peopleandculture #worklifebalance #mumlife #workhardstayhumble #gratefulheart





Ant Pulley · 2nd Data Visualisation and Insights professional. Tableau P... 5d · 🕥





+ Follow •••

Techfluencer results by Phase

PHASE 1

COMPLETE, 6/6 SESSIONS

40

participants

26/40

published content, others engaged

170 posts 5,832 social reactions

1,010

comments and/or reposts PHASE 2

HALFWAY, 3/6 SESSIONS

99
participants5,832
social reactions26/40
published content,
others engaged1,010
comments
and/or reposts170
posts170



How can we embed our employer brand nour talent communities?'

'How can we embed our employer brand in our talent communities?'

Sometimes recruiters can't see the value of an employer brand

And they aren't shown how to use it properly

84% of larger organisations are **'taking action to** improve employer brand within their organisation', says the UK's CIPD

How do we embed this across multiple countries and regions?



Case study A consistent employer brand for a complex organisation





The core EVP

PRIMARY PROPOSITION

PRIMARY NARRATIVE

EVP PILLARS

AND TOP-LEVEL

DESCRIPTORS

Together we can create a better future. We are restless and passionate about making the world more connected, inclusive and sustainable. Our human spirit - together with technology - enables us to achieve this. At Vodafone, you can truly be yourself and belong. You can share inspiration, embrace new opportunities, thrive and make a real difference.

OPPORTUNITY

Embrace a world of experiences that will challenge you and help you thrive.

COMPLEMENTED BY GOOD ESSENTIALS

Competitive pay & benefits | Flexible ways of working | Care for your wellbeing

'Together we can'

INNOVATION

Think big, take risks to break new ground, enjoy an agile environment and create the future.

PEOPLE

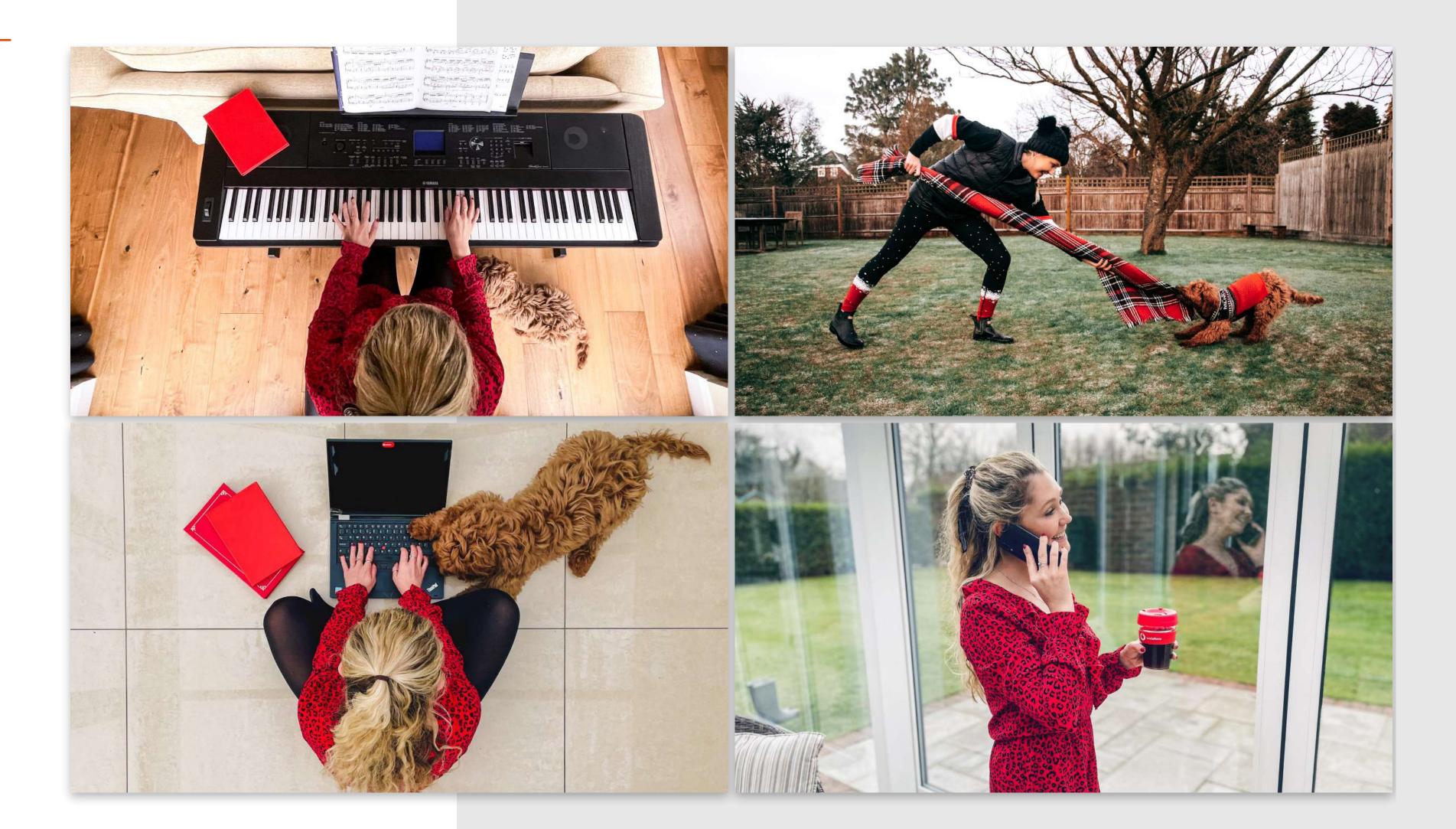
Be yourself, share inspiration and belong.

IMPACT

Make a difference to people, our business, our customers, communities and the planet.



Building visual consistency through UGC



The output: Playbook

Contents

- 01 Introduction
- 02 What is an EVP?

Our global EVP Our narrative

Tailoring the EVP to your market

03 Understanding your audience

Audience insights

04 Aligning our Employer Brand with the Core Brand

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TA exar	mples – Engineering
TA exar	mples
8 Empl	oyee Engagement
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9 Empl	oyee testimonials
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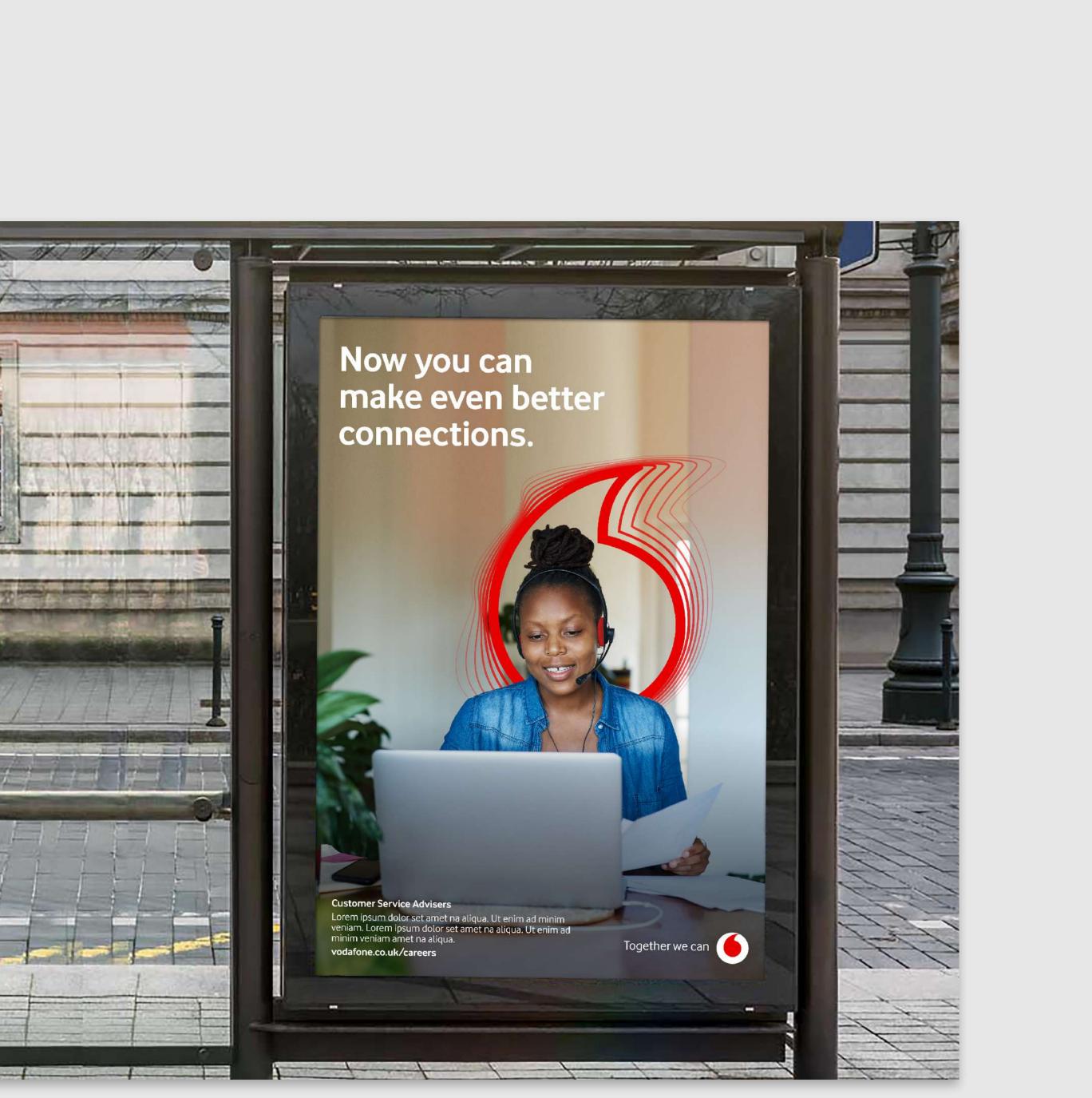


The output: Playbook – external

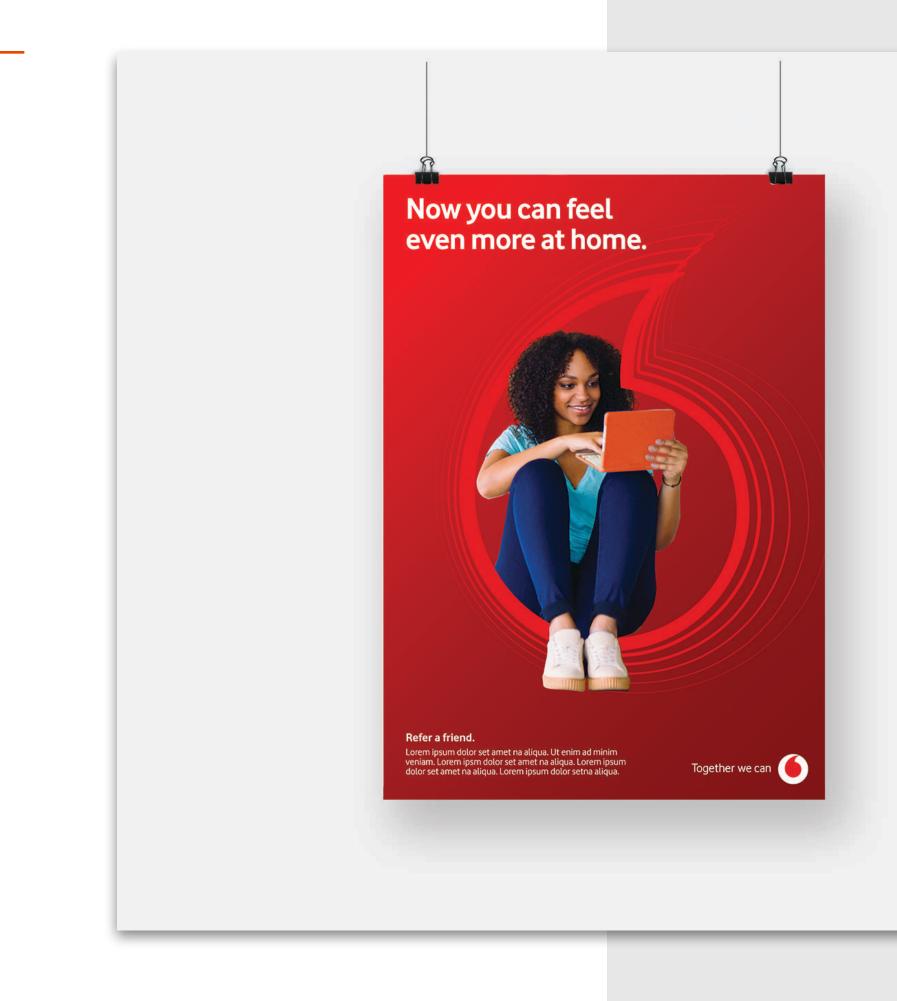


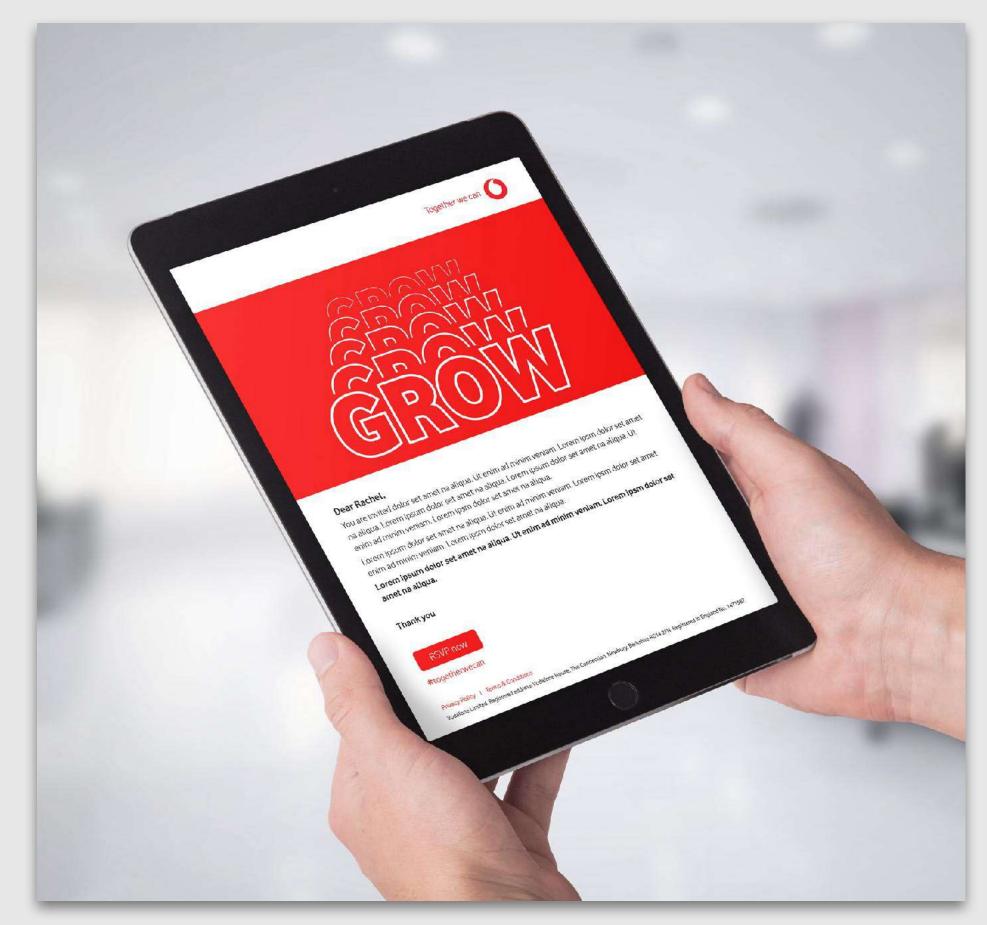
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100 comments • 5 shares • 29K Views

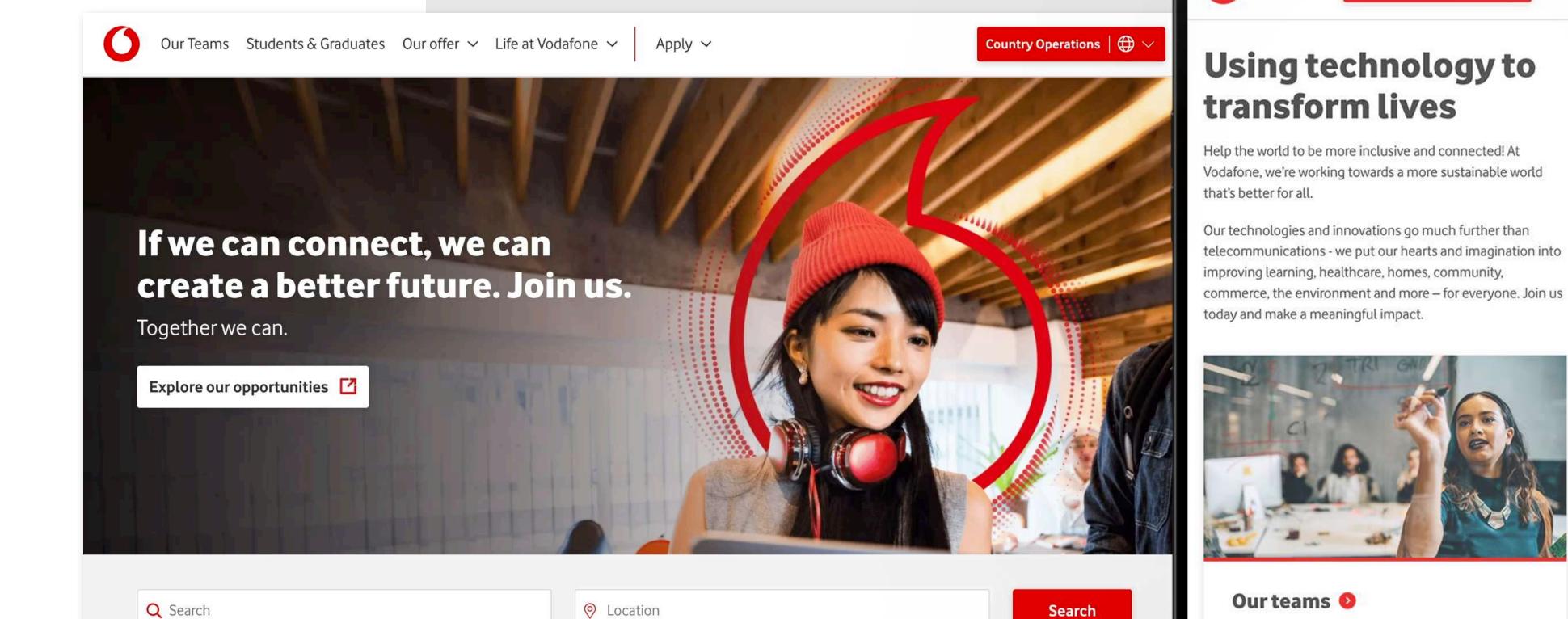


The output: Playbook – internal





The output: websites



11:33 O Country Operations $\mid \bigoplus \sim$

No matter how good your career is now, we'll help you take it to the next level. Explore the different

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The output: Playbook – stakeholder training

Global EVP and Employer Brand Workshop

Presented by Vodafone and Blackbridge December 2020



The output: Playbook – stakeholder training

10 principles for bringing our EVP and employer brand to life

1. One brand:

Align employer brand with corporate/ consumer brand, vision and purpose.

2. One seamless narrative:

Align what's said externally with what's said internally.

Choose what we want to be famous for as an employer and prioritise those themes.

6. Show, don't tell:

Use employee stories and user-generated content, and empower social amplification and candidate-toemployee/peer-to-peer communication and engagement, to demonstrate EVP, values and behaviours, and culture/employee experience.

7. Tailor messaging:

Local content for local people, specific messages for segmented audiences/key personas, delivered with a global framework that creates consistency of core themes.

Experiment with new ideas, new mediums, favour video and user-generated content, know when to be playful and disruptive, draw inspiration from cultural movements and trends and keep it authentic at all times.

3. Aim for fame:

4. Address "What's in it for me?":

Always be audience-led: what really matters to candidates and employees? EVP needs to be super-clear, comprehensively expressed and upfront, and embedded across all touch-points, so that future talent can easily access and evaluate it.

5. Provide evidence:

The most impactful employer brands differentiate by demonstrating HOW they deliver their promises: the policies, experiences, details, facts and stats that show our promises are authentic and we deliver against them.

8. Bold creativity:

9. Maximise impact of own channels:

Strengthen EB Digital footprint, champion messages with global appeal on global platforms. Leverage consumer channels where appropriate.

10. Measure, iterate and optimise:

It's a journey, be agile, and evolve strategy as necessary.

First year results

assets created

5,500 assets viewed

3,000 assets downloaded

600 downloads of Playbook



flow can we make a CISDALATE organisation talk vith one voice?'

'How can we make a disparate organisation talk with one voice?'

vision EVP

Big organisations can be complex

Streamlining a story can be inauthentic

Focus on: **Organisation-wide** purpose, values,

Create: a high-level

Develop a consistent 'look and feel'



Employer Brand International You're at the heart of it

DNV

Employer Brand International You're at the heart of it

DNV

We developed an EVP with four key pillars:

FEELING PROUD OF THE WORK YOU DO

BEING VALUED AND HEARD

SEIZING THE OPPORTUNITY TO LEARN AND GROW

EARNING OUR REPUTATION EVERY DAY

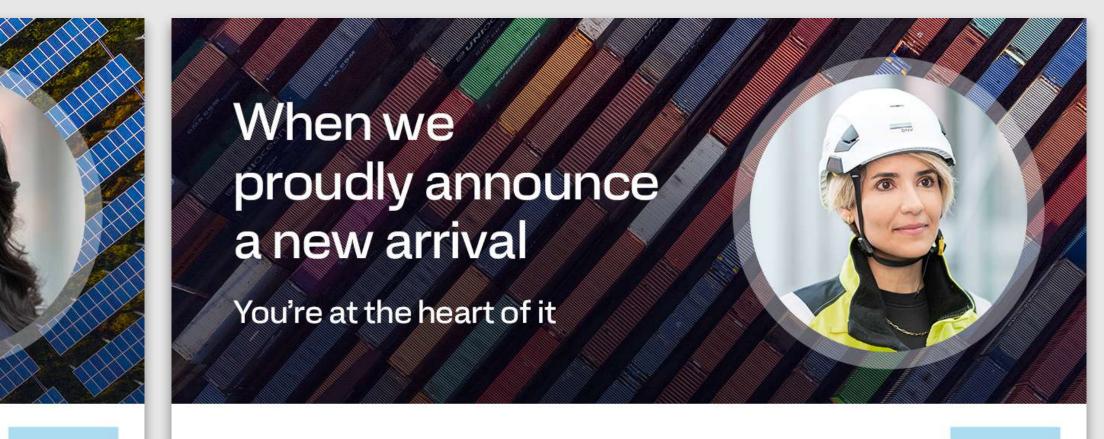
The results: Bringing the brand to life

When you want to be at the heart of global transformation, visit Stand XX at [EVENT]

You're at the heart of it

When there's big career news to announce

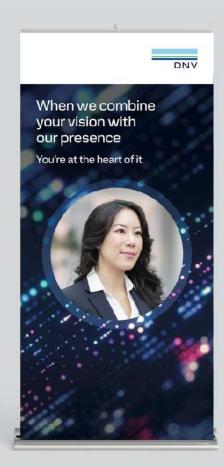
You're at the heart of it



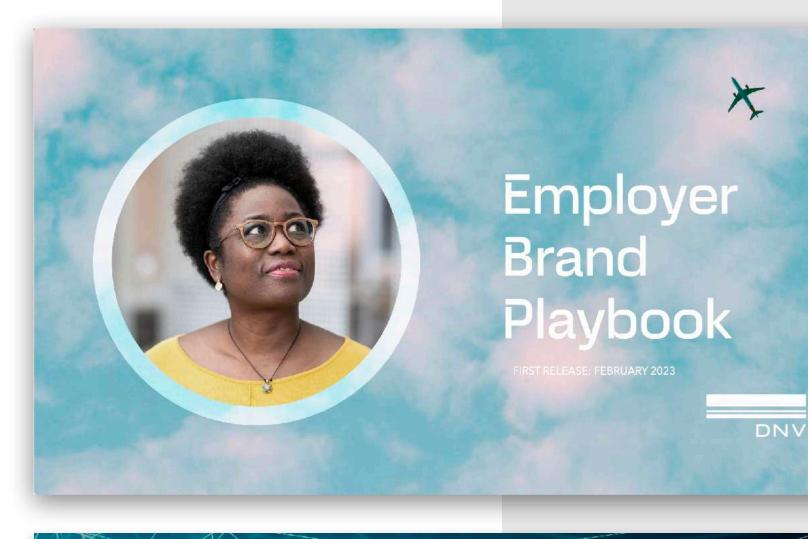




DNV



The results: Giving colleagues ownership







Glossary of employer brand terms

We don't expect you to be an expert in employer branding. So here are the definitions for a list of terms you are going to hear a lot, but may not be familiar with.

Employer brand The reputation that you have as an employer.	EVP pillers Evidence-based statements that underpin the central proposition and can be used to drive the construction of headlines in employer branding material.
Employer value proposition (EVP) The reasons why people should join and build a career at your organisation.	Tagline A line of copy that will appear on most candidate attraction and employer branding material. It's the creative line that summarises the EVP narrative.
Employer branding The act of marketing your EVP to positively affect your employer brand.	Headline A line of text, usually linked to an EVP pillar and/or business area, which introduces or sums up a piece of employer branding content.
EVP narrative The summary or key reasons to join, often explained, qualified, or evidenced by the EVP pillars.	Rivals for talent/competitors Those organisations, whether they are in your commercial sector or not, who seek recruit the same types of candidate as you.

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Using the Employer Value Proposition (EVP) to promote DEI

Photography

When choosing photography, you should try and select imagery that captures our diverse workforce. When looking at a campaign or a series of communications, our workforce should be represented in authentic ways. Remember that people looking at our photography from outside the business will assume that the imagery we choose is representative of the people who work here. It's important that they see people they can identify with.

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The results: Giving colleagues ownership

Feeling proud of the work you do:

This is work you truly believe in. You share our

sense of purpos

and our values, which means you ensure we stay

true to them.

Our tagline

Our tagline is 'You're at the heart of it'. This key component of our employer brand sums up what it feels like to work at DNV. It expresses our EVP, as well as our humble pride, our integrity, the learning opportunities we offer and our values. Just like our customer centricity principles, it has our candidates and employees at its heart. And, when coupled with a headline, it also gives us the flexibility we need to talk about any aspect of our business.

The words in our tagline have been carefully considered in order to ensure they relate back to our core EVP statement and pillars.

> Earning our reputation every day: Our reputations are connected. The more you raise our industry leading standards, the more you reinforce your position as an expert in your field.

Being valued and We trust your voice to guide us and give you the recognition you deserve for the central role you

Background imagery

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When we use background imagery in our marketing material, it should accurately represent the work that we do.

You can use imagery that includes interesting textures, however refrain from using imagery which is too busy. Simple shapes and subjects work better.

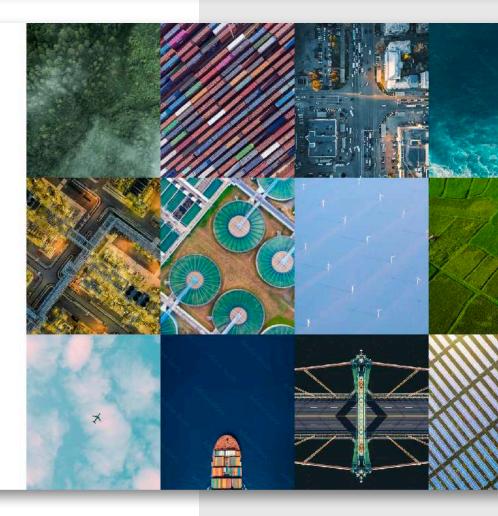
Aerial shots

We can use imagery that is shot from above. These should be shots of real world environments. If you include any ships or aircraft, please ensure they are related to the work we do. Some examples are shown here.

NB. There is an exception - you can use an image of the sky that includes an aircraft, instead of an aerial shot if relevant.

Much of this imagery can be found in our not to utilize the same images found in other branded content too often. Therefore, we can supplement our work with imagery of a similar style found on licensed high-quality stock photography websites.

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Our tone of voice

We have five main principles for our tone of voice:

- 1. SHARE KNOWLEDGE
- 2. INNOVATE
- 3. BALANCE 4. BE INCLUSIVE
- 5. SIMPLIFY COMPLEXITY

SHARE KNOWLEDGE

DNV is a trusted voice, because we communicate wisdom through language and action. We are comfortable using terminology such as 'expertise', 'explore', 'learn', 'insights', 'knowledge', 'scientific', 'research', 'facts', 'studies' and 'academic'. However, we always remain humble and objective, careful to never talk down to or sway the reader.

INNOVATE

We always look to the future. Innovative thinking requires fresh and forward-thinking ways to communicate it. This is reflected in words and phrases such as 'growth', 'advancement', 'journey' and 'building' and 'outlook'. The more creative and innovative we can be when we communicate, the more people will respond to what we are saying.

BALANCE

We will always balance global, local and societal needs with our customers' business needs. This balancing act requires skill, awareness and objectivity. Our tone of voice will reflect this skill by using factual, balanced and trustworthy language with no spin or exaggeration, deployed in a way that is fair and genuine.

BE INCLUSIVE

As a truly global business, unity and tearnwork are our greatest strengths. Our tone of voice must be encouraging and truthful - using collective, inclusive, sharing language. We', for example, reduces the distance between the reader and the writer. This must be reflected in the way we comm

IMPLIFY COMPLEXITY

Our technical expertise is second to none and DNV is truly passionate about this. Our tone of voice, however, should use technical terminology with care. Even technically minded addience aren't necessarily engaged by technical messages when we only have a few initial seconds to attract their attention. Presenting complex information in simple terms is a powerful communication tool.

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communications



'What else can creative communications do for us?'

> Employer branding developed from the inside out

Enagement as well as attraction

To drive behavioural change

The creative solution





The creative

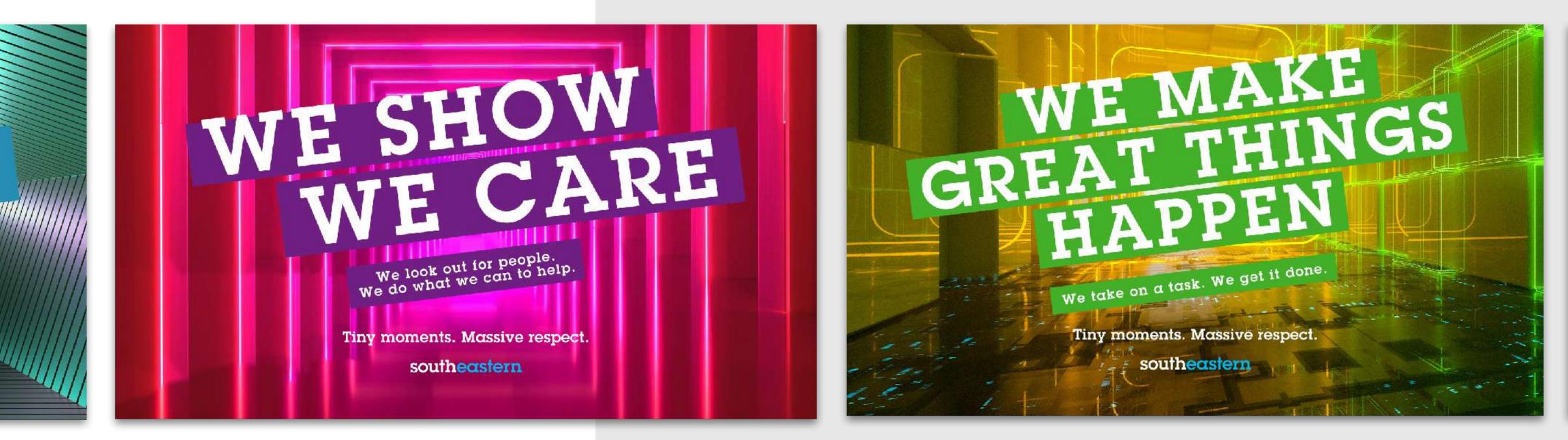
Hero campaign graphic



Way of working-specific hero graphics



The creative





The creative



Decktop screensaver

MA We think 'What i We show we We make great things happen It's what we do. To find out more, search southeastern Tiny moments' on mySoutheastern

Posters, digital wallpaper and table talkers



Posters, digital wallpaper and table talkers

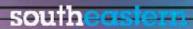


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We see something we could do better. We get involved.

Tiny moments. Massive respect.

To find out more, search Tiny moments' on mySoutheastern





Manager guide: Appreciative Inquiry



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STORYTELLING EXERCISE

This exercise is based on a tried and trusted process called appreciative inquiry. This exercise will help you to identify what is working well, thinking about why it is working well, and then doing more of it.

The exercise is in two parts:

1. Real-life stories.

2. Connecting our stories to our ways of working.

The exercise should feel enjoyable and sociable. Have fun with it.

Tips for running an enjoyable session:

 Keep it positive – appreciative inquiry is based on focusing on what works well today, and how

- we can do more of that. Encourage openness – toster an environment
- where people feel they can speak freely and encourage everyone to contribute. Talk often – make these conversations a regular
- thing for your team.

Quick lip:

- If you manage a small team up to three people try joining forces with another manager who also manages a small team. A larger group makes for a more enjoyable experience.
- If you do join up with another manager, decide beforehand who will lead the exercise. As the session is designed to be repeated, perhaps you could take it in turns.

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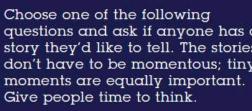


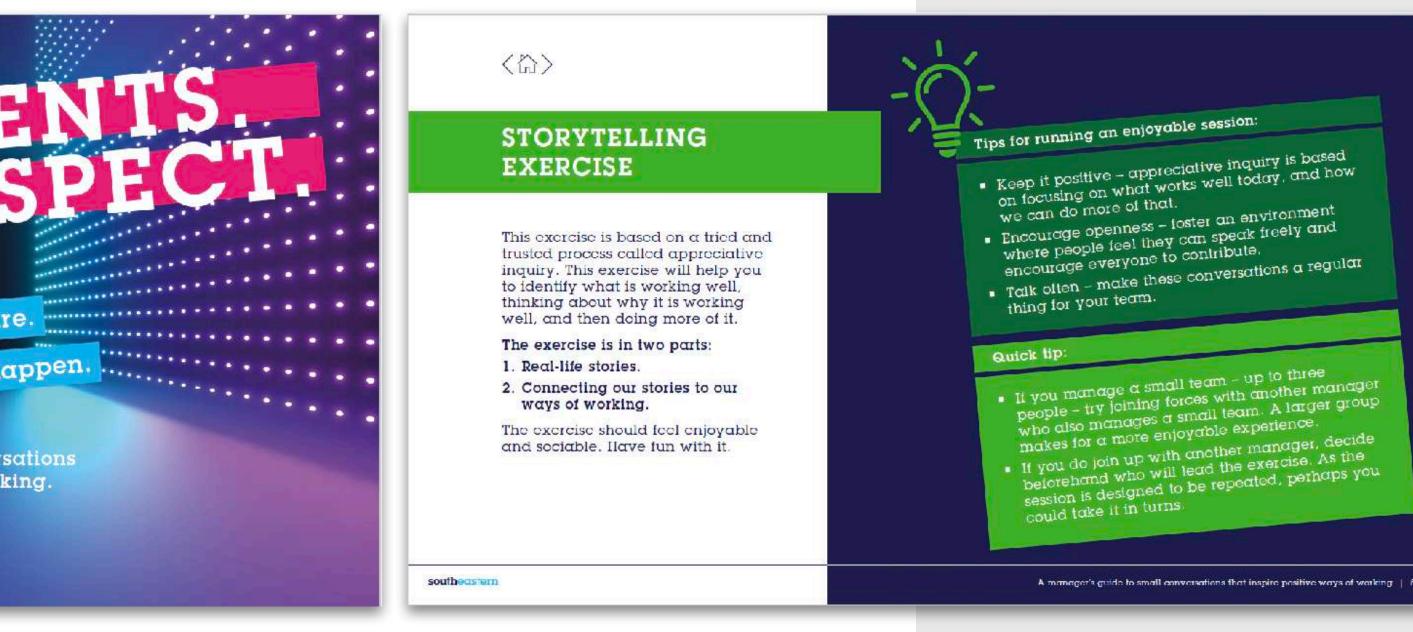




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PART 1. **REAL-LIFE STORIES**

5-10 minutes

Choose one of the following questions and ask if anyone has a story they'd like to tell. The stories don't have to be momentous; tiny moments are equally important. Give people time to think.

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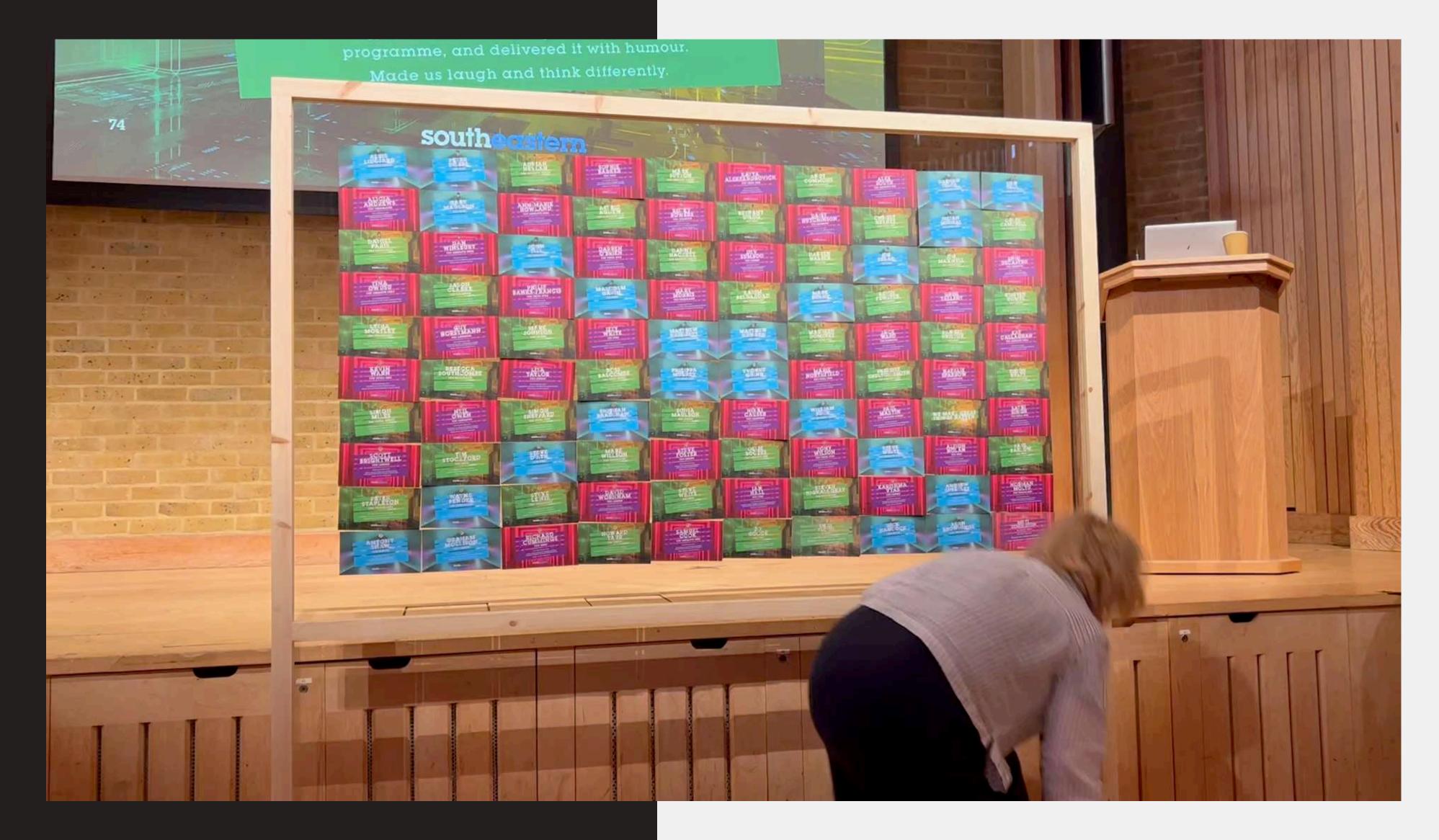
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- 1. Who can share a story about when you felt you made a positive difference to someone's day? 2. Who can share a story about overcoming a
- difficult situation at work? 3. Who can share a story about working with other
- teams to get a job done? 4. Who can share a story about trying new ways of
- working that have worked out well? 5. Who can share a story when you noticed the
- public reaction to something Southeastern had done and felt a sense of achievement and pride? 6. Who can tell a story about when you've taken a
- risk with a project, and it's worked out?

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The Reveal



THEY'RE OUR 5 QUESTIONS



THEY'RE OUR 5 QUESTIONS

Do you have any more?

