



Stephanie Segal Consultancy Ltd

LEADERSHIP, MANAGEMENT DEVELOPMENT, FACILITATION AND COACHING

1991 – Present: Stephanie Segal Consultancy Ltd - Organisational Consultants. We currently work with 50 associates and 100 trainers. We are an **accredited/registered consultancy** for 50 public sector bodies, Government Departments, local government, NHS professional bodies, educational and voluntary organisations.

Consultancies have focused on role process, coaching and mentoring, facilitation, valuing diversity, strategic planning, leadership, management development, work-place mediation, inter-partnership working, performance management, evaluation and service delivery. We have considerable experience of major change programmes working with directors, executive managers and staff at all levels.

We specialise in helping staff and managers deal with the complexities of their daily work by facilitating their discussions in a safe, structured environment. Our clients have benefited from the opportunity to take time away from their everyday work pressures, to reflect upon and analyse their roles and responsibilities and discuss with other staff their concerns and anxieties about clients, patients and service users. These sessions also enable them to discuss effective team working.

We can offer the following:

- **Facilitated Team Meetings:** Facilitating staff support groups on an ongoing basis, helping teams discuss and resolve issues constructively, identifying inter-professional issues, boundaries, complexities of management, to analyse past experience as a basis for generating new ideas about the functioning of the organisation, concerns and anxieties of working with clients/patients/service users, motivating, engaging and developing others, enhancing effective decision making processes, flexibility and responsiveness of approach, identifying stressful organisational and managerial issues and professional development.
- **Coaching and mentoring programmes for public sector managers:** Specific coaching and mentoring programmes for the public sector. We work with managers across a range of personal and professional development areas and examine strategic/operational management issues. Much of this work has focused on the personal and professional development of senior managers helping them to enhance their leadership skills, thus enabling them to motivate and lead staff teams.
- **One to One Role Process/Leadership Development Programmes:** Enabling leaders to evaluate their managerial style across a range of strategic/operational areas. Working on managing change, helping the leader identify the strengths and limitations of their own style of managing and leading, recognising how leaders manage and motivate others,

reviewing the ability to work across professional and organisational boundaries, developing collaborative and trusting relationships between colleagues, evaluating respect and fairness for all staff and service users, valuing diversity and analysing how these qualities are integrated into organisational work practices.

- **Modular Leadership Development Workshops designed to leadership needs**
- **Action Learning Sets:** Groups consist of six to eight leaders and a facilitator. The Action Learning Set enables managers to develop work practice with colleagues working at the same managerial level, evolving advanced thinking about the complexities of management. Managers normally are working either with the same client group or at the same managerial level. Each session focuses on a case study and/or presentation, suggests appropriate reading matter, and involves a focused discussion on areas of management. It also includes a review of communication, boundaries, staff management and motivation, as well as organisational dilemmas. Depending on the requirement of the group (discussed at the first session) there may be an opportunity to develop an individual coaching element into the sessions.

We can help managers reflect on corporate strategy, the interface between personal and professional capabilities during critical work periods at times of uncertainty, and in dealing with complex inter-departmental, cross-professional relations and resistance to change in staff groups.

PLEASE NOTE: anti-discriminatory work practices and a commitment to Valuing Diversity are integrated into all our work.

EXAMPLES OF RECENT CONSULTANCY

- We are external supervisors to social workers, family centre workers and mental health managers. We consult to staff teams experiencing difficulties in their work practice, and multi-disciplinary teams on developing joint outcomes.
- Role process and coaching Chief Executives, Headteachers, Deputy Headteachers, Social Services Managers, Residential Care, Day Care and Housing Managers.
- Staff support groups on a weekly/fortnightly basis helping teams discuss and resolve issues constructively, identifying inter-professional issues, boundaries, complexities of management, to analyse past experience as a basis for generating new ideas about the functioning of the organisation and concerns and anxieties of working with clients/patients/service users. This includes staff of a Respite Care Children's Centre, staff working with adults with learning disability and the elderly, staff working in a mental health unit, outreach teams and many others.
- Facilitating staff teams experiencing difficulties to resolve specific problems (examples include racism, adapting to new international merger of two organisations, reorganisation of staff teams and new government regulations).

- Facilitating awaydays of staff on an annual and monthly basis.
- Facilitating awaydays of senior managers of a large Social Services Department on analysing conclusions of a critical government report on the Department.
- Fortnightly facilitation of a senior management team experiencing difficulties in implementing statutory requirements.
- Coaching, mentoring, action learning sets, facilitated team programmes for public sector managers.
- Organisational development of a cross-cultural policy and implementation for a charity. Working with managers, analysing their attitudes to cultural roles and how this affects their working practices (e.g. attitudes to domestic violence, bullying, racial, religious or sexual harassment).
- Coaching sessions with staff working with the elderly to develop counselling skills after a high level of staff absence. Ongoing consultation with team managers to develop effective supervision and focusing on cross-cultural working.
- Mentoring and coaching a group of Black and women managers in developing their skills and looking at their professional development. Covering skills based training, including presentation skills, chairing meetings, developing organisational competencies and intensive work on managing people, managing change and managing information.
- Regular individual monthly consultancy on strategic planning with managers of a large team, focusing on achieving performance indicators standards.
- Coaching and mentoring managers after re-organisation developing goals and new aims.
- Coaching and mentoring managers of a multi-national company after major changes in role and structure.
- Facilitating awaydays/team meetings/consultation to directors of departments on annual strategic planning – ongoing consultancy at executive level. Directors and senior managers of a public sector body undergoing major change programme, implementation and consultation with staff groups.
- Facilitating discussions of a split staff team experiencing difficulties after a senior member of staff was dismissed.
- Workplace Mediation for a Local Authority large department, whose staff team were experiencing difficulties after restructuring.
- Working with the reduced senior management team of a large government department after re-organisation and redundancies, developing staff morale and teamwork. Ongoing consultation to the staff teams. Coaching managers.