



Stephanie Segal Consultancy Ltd

## SOCIAL SERVICES, NHS, CONSULTANCY AND TRAINING

1992 - Present: Stephanie Segal Consultancy Ltd - Organisational Consultants

We are an Organisational Consultancy specialising in valuing diversity, strategic leadership, management development and change management consultancies. Currently, we work with 50 associates and 100 trainers. We are **accredited/registered consultants** (50+) for local authorities, Government Departments, public sector, the NHS and professional bodies.

We have considerable experience of working in the Social Services and the NHS. Consultancies have included staff support groups, teambuilding, awayday facilitation, training and specialised work with staff teams. We have worked with staff teams working with Children and Families, adults and children with learning disabilities, adults and children with physical disabilities, day care and respite care centres, the elderly, mental health teams, many NHS multi-disciplinary teams and voluntary organisations. We are external supervisors to social workers, day centre workers, mental health and special needs housing managers and youth service managers.

We offer consultation to staff teams on effective teamwork and examining issues related to their work practice. We have worked with staff teams on understanding their clients, working with families, bereavement and loss, partnership work, led awaydays inter-agency planning for children with learning disabilities and NHS multi-disciplinary teams. We have helped develop anti-discriminatory work practices, worked with staff teams on *understanding different religions* and *working with families from different cultural and religious backgrounds*, consulted to and coached team managers. We have also consulted to staff teams helping them understand the cultural needs of asylum seekers. We regularly consult to and coach team managers, offer consultation to a local authority respite care centre for children with learning disabilities, various NHS staff teams, a mental health staff team developing programmes for housing staff and health professionals, work with a special needs housing team helping housing officers to identify tenants with specific needs and consult to a mental health housing team to ensure that mental health issues are integrated into inter-agency joint planning processes.

We are lead consultants to a London local authority and other public sector bodies offering a comprehensive three day course on Recruitment and Selection (Equal Opportunities). This detailed and specialised course enables organisations to train staff in the importance of their role in the safe recruitment of staff working with vulnerable adults and their responsibility to question, probe and counter-question appropriately during the recruitment process. It also details the various steps to verify identity, record interviews appropriately and carry out detailed checks at each stage. A specialised version of this course is also offered for staff working with children. We have also developed specific courses for HR officers in the safe recruitment of staff working with children and vulnerable adults. All our recruitment and selection courses contain formal panel interviews with actors.

Consultancy has also included equality auditing strategically working at executive level; designing and delivering appropriate training for all staff; working with public sector bodies on developing their Race Equality Schemes; action plans and their implementation with an emphasis on service delivery and appropriate training. We conduct diversity equality audits - auditing all areas of equality, developing appropriate recommendations and training plans. Specific consultancy is offered on *religious and cultural awareness in the workplace* with an

emphasis on human resources issues, understanding clients, communities and their needs and developing appropriate service delivery. We have developed comprehensive guides and Intranet sites on *Religious and Cultural Diversity in The Workplace – A Guide for Managers* for two Government Departments and have presented several seminars on these issues to more than 400 civil servants of Government Departments.

Consultancies have included role process and coaching the staff at all levels. We have worked with staff working with every client group in Social Services, social work assistants, home care workers, residential and day care workers, peripatetic staff and have much experience of consulting for Social Services and NHS teams including long term consultations for teams and managers experiencing difficulties in the workplace.

We have carried out much work in the NHS. Recently this has included training all managers of a mental health NHS Trust in cultural and religious awareness, all managers and administrators of an NHS research unit and diversity awareness and diversity providers to an NHS specialist agency. We are currently facilitating staff support groups on a weekly basis in NHS teams. Recent consultancy and training have focused on racial, religious and cultural awareness; training on Part 111 of the Disability Discrimination Act; bullying; investigation of racial, sexual and other forms of harassment including harassment against homosexual staff in a local authority setting; a claim of racism which included interviewing all 29 members of staff of a large NHS hospital department; a claim of racial harassment in a public sector body and the investigation of that claim by interviewing 22 staff; numerous investigations of relationships at work; whistle-blowing; health and safety and equal opportunities issues. We have also worked with staff on an individual basis on these issues and with organisations developing appropriate policies, procedures and training. We have produced for the Department of Health, both in printed and intranet versions, managers toolkits and a guide on religious and cultural awareness. These were commended by an external body to other Government Departments as an example of **good practice**.

## ORGANISATIONAL CONSULTANCY AND TRAINING

- **Facilitated Team Meetings:** Facilitating senior managers meeting on an ongoing basis, helping teams to discuss issues and resolve issues constructively; identifying inter-professional issues, boundaries and complexities of management; analysing past experience in order to generate new ideas about the functioning of the organisation; creating a vision for the future; valuing diversity; motivating, engaging and developing others; enhancing effective decision making processes, flexibility and responsiveness of approach; identifying stressful organisational and managerial issues and responding appropriately.

- **Leadership Development Programmes:** Enabling leaders to evaluate their managerial style across a range of strategic/operational areas; 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 and areas for further development, including reviewing the ability to work across professional and organisational boundaries.
- **Modular Leadership Development Workshops designed to leadership needs**
- **Action Learning Sets:** Groups consist of six to eight leaders and a facilitator. Managers are encouraged to develop work practice with colleagues working at the same managerial level, as groups evolve advanced thinking about the complexities of managing. Each session focuses on a case study and/or presentation, suggests appropriate reading matter and involves focused discussion on areas of management, a review of communication, boundaries, staff management and motivation and 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.
- **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. This has often focused on the personal and professional development of senior managers, helping them enhance their leadership skills to enable them to motivate and lead staff teams working in a constantly changing complex environment.

Stephanie Segal is the Principal Consultant and Director of Stephanie Segal Consultancy Ltd, organisational consultants and trainers working with 50 associates and 100 trainers. Stephanie Segal is a member of the Equal Opportunities Commission Equalities Exchange, a Fellow of the Chartered Institute of Personnel and Development, a member of the Tavistock Consultancy D10 Group, the International Society for the Psychoanalytical Study of Organisations, the Workplace Mediation Project, the Tavistock Society of Psychotherapists and Allied Professions and an Opus Associate. Stephanie Segal has an MA from the Tavistock Clinic in *Consultation and the Organisation* and a Post Graduate Certificate in *Systemic Working with Children and Families*. Stephanie has developed extensive recruitment and selection programmes throughout the public sector including specific courses for those working directly with children and vulnerable adults. Stephanie Segal has been a member of an Area Child Protection Committee (ACPC) and of a local authority's Children and Families inter-agency forum working in partnership with several NHS Trusts. She has worked extensively with staff teams for the elderly in residential and day care settings, managed a Children and Families team, area manager for Group Homes for adults with learning disabilities and consulted to staff teams working in every area of Social Services and the NHS. Our Associates include qualified social workers, teachers, health and other professionals with much experience of working with children and families.

#### EXAMPLES OF RECENT CONSULTANCY

- Coaching sessions with staff in different settings working with the elderly and Children with disabilities to develop counselling skills after a high level of staff absence. On-going consultation with team managers to develop effective supervision.

- Social Services Awaydays – inter-partnership working.
- Regular individual monthly consultancy on strategic planning with managers of a large team focusing on achieving performance indicators standards.
- 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.
- Workplace Mediation for a local authority large department, – staff team experiencing difficulties after restructuring
- Working with the reduced senior management team of a large Government Department after re-organisation and redundancies to develop staff morale and teamwork. Ongoing consultation to the staff teams.
- Mentoring and coaching a group of Black and women managers in developing their skills and looking at their professional development. This included skills based training including presentation skills, chairing meetings, developing organisational competencies and intensive work on managing people, managing change and managing information.
- Role Process and Coaching Chief Executives, Headteachers and Deputies, Social Services, Residential Care and Housing Managers.
- External Auditor of care homes and day centres
- Monthly staff meeting facilitation of a local authority Childrens' Respite Care Home and a Home for Adults with Learning Disabilities.
- Managing Diversity – consultation to staff team on working with different religions and cultures. Religious and cultural awareness – understanding the implications of different religious practices in the workplace and the needs of staff and clients.
- Managing diversity - consultation to a staff team working with different religions and cultures. Emphasis on religious and cultural awareness, understanding the implications of different religious practices in the workplace and the needs of staff and clients.
- Equalities training at all levels, exploring attitudes to difference (age, disability, gender, race, religion, sexuality and those socially excluded), prejudice, discrimination and stereotyping.
- Consultancy on religious practices linked to death and bereavement
- Working with staff teams in local authority settings on understanding the specific needs of the different communities in their area.
- Working with managers of teams for children and adults with learning disabilities on effective staff working with families. External supervisor to the same groups.

- Staff support group working with a team respite care unit, family centre teams, children and families and special needs housing.
- Specific work with staff teams in all areas of Social Services on cultural and religious sensitivity in working with families
- Valuing people - planning together local authority Awayday and consultation.
- Consultation with various Children and Families teams and working with cultural religious difference.
- Working with senior management of an organisation on their Race Equality Scheme and action plan. Consultation and training on managing and valuing diversity into service delivery. Integrating anti-discriminatory work practices into organisational and strategic planning, performance indicators, policies and procedures. Monitoring and evaluation.
- Training managers analysing their attitudes to cultural roles and how this affects their working practices (e.g. attitudes to domestic violence, bullying, age, disability, gender, race, religion, culture and sexual orientation).
- Consultation on the Amendment to the Race Relations Act and race equality plans and action planning. Service planning for all legislation and government initiatives with specific expertise on the Sex Discrimination Act, Race Relations Act, Disability Discrimination Act, Human Rights Act, employment equality (religion or belief) regulations, employment equality (sexual orientation) regulations and discrimination legislation training for staff at all levels.
- Training for a government department on religious and cultural awareness so that (a) managers are more aware of specific needs of staff they manage and (b) service delivery can be enhanced.
- Trained more than 10,000 staff in diversity, equalities awareness, performance management, recruitment and selection, racial and sexual harassment, mediation skills, racial awareness and valuing diversity.
- Consultant to a local authority, developing a new approach to recruitment and selection training. Major emphasis on understanding the roots of discrimination, stereotyping and prejudice, in addition to employment legislation including case studies from employment tribunals. Participants draft job descriptions/person specifications, practice interview techniques and assessment, working with actors to carry out mock interviews.
- Development of sexual and racial harassment policies, procedures and training for organisations experiencing increase in number of employment tribunal cases. Training all staff in bullying and harassment.
- Developing comprehensive organisational major change programmes, including the development of new HR procedures; recruitment and selection; appraisal; bullying in the workplace; counselling in the workplace; Disability Discrimination Act; grievance and disciplinary procedures; racial and sexual harassment policy development, with appropriate performance indicators.

- Organisational Consultancy to an international organisation on gender issues, developing policies and procedures that link into service delivery with an equality focus. Consultant to visiting governmental delegations on mainstreaming equality.
- Organisational development of cross-cultural policies. Working with managers to analyse their attitudes to cultural roles and how this affects their working practices (e.g. attitudes to domestic violence, bullying, racial, religious or sexual harassment).
- Facilitating the resolution of specific problems in staff teams experiencing difficulties e.g. racism; managing change after restructuring and new legislation/regulations; mergers of organisations and reorganisation of staff teams.
- Executive leadership programmes linked to valuing diversity initiatives.
- Consultant to public sector bodies developing a new approach to Recruitment and Selection training with major emphasis on understanding the roots of discrimination, stereotyping and prejudice in addition to employment legislation including case studies from employment tribunals. Participants draft job descriptions/person specifications, practice interview techniques and assessment, working with actors to carry out mock interviews.
- Training staff of social care agencies and local authorities on Recruitment and Selection and Performance Management
- 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).