

Kindness works here

Tim Keogh, CEO and Co-founder
A Kind Life

Register for CPD



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Code: **7893 6648**

Culture



Leadership



Belonging



Resolution

Checking in, builds belonging

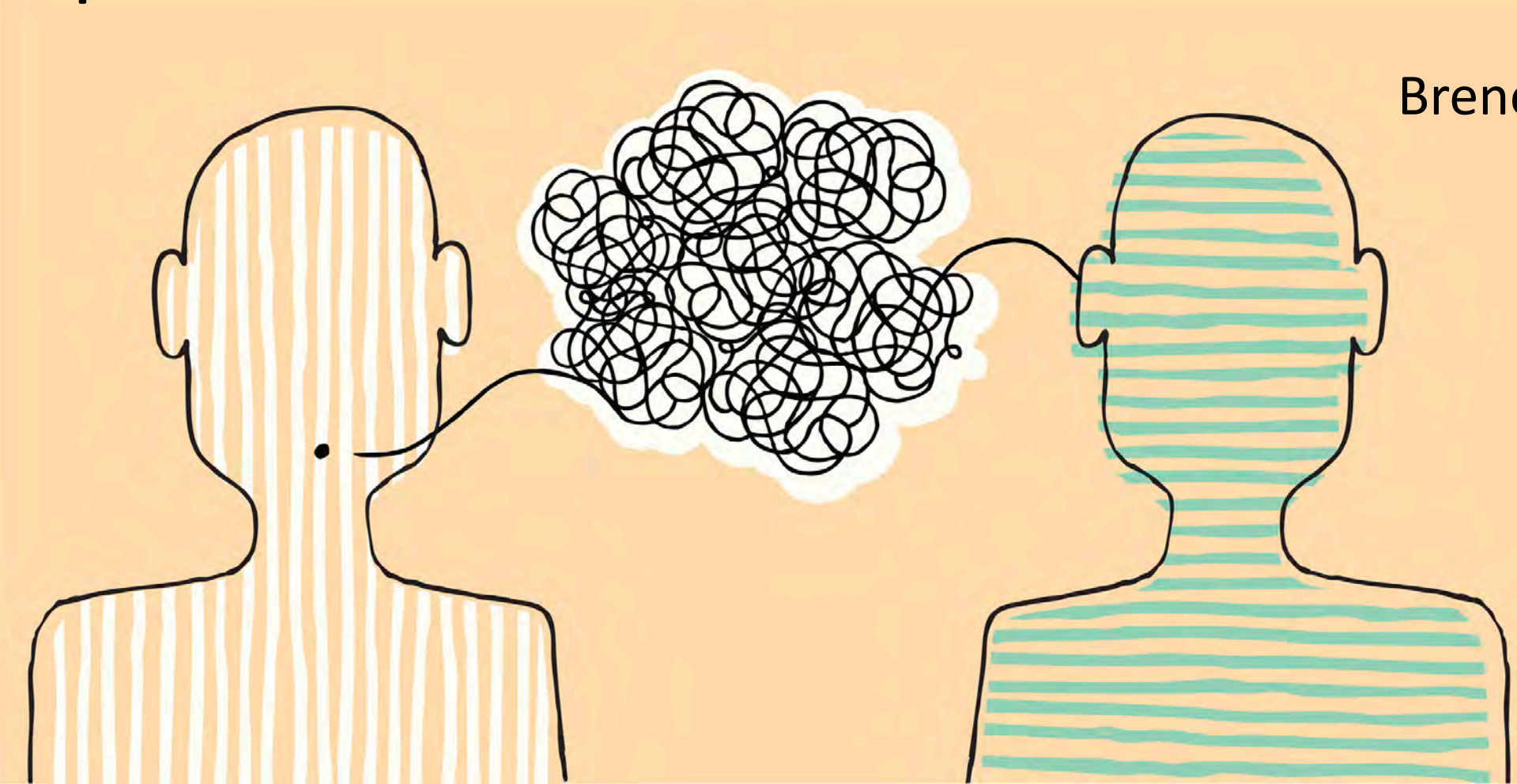
More productive,
motivated, engaged and
**3.5 times more likely to
contribute to their
fullest potential**



“The courage to be **vulnerable** is about the courage to **show up** when you can't predict or control the outcome.”

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Brené Brown



kindness works here

1. What is kindness?

Culture | **Leadership** | **Belonging** | **Resolution**

5 keys to kindness

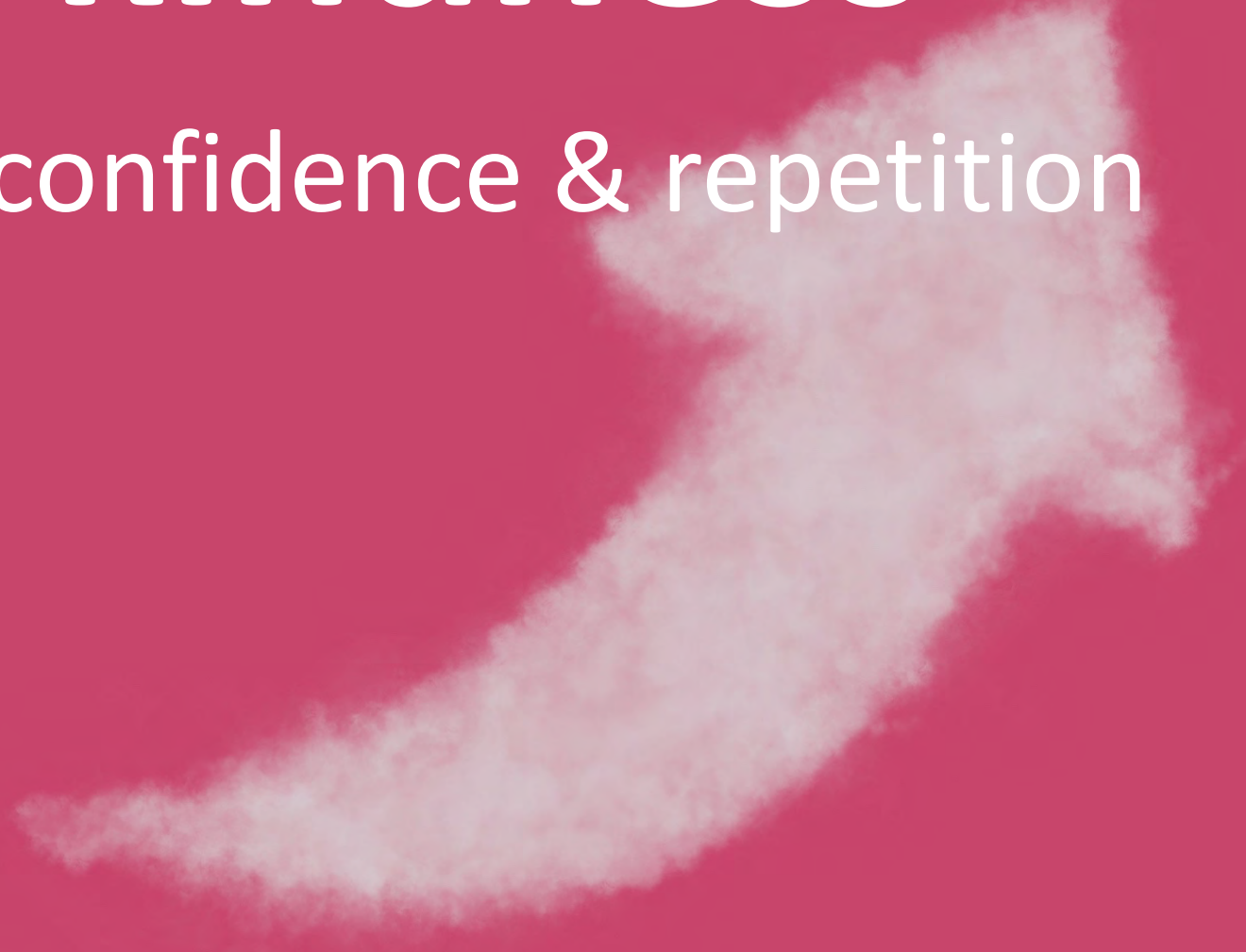
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- ✓ **Appreciation:** confidence & repetition
- ✓ **Positive attitude:** mood & productivity
- ✓ **Kind teamwork:** trust & outcomes
- ✓ **Speaking up:** awareness & change
- ✓ **Being mindful** of your impact on others

5 keys to kindness

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- ✓ **Appreciation:** confidence & repetition



Good days in the NHS



- More engaged
- More productive
- More creative
- Better results

Good days in the NHS

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- ✓ Appreciation, valued
- ✓ Positive attitude
- ✓ Teamwork / support
- ✓ Belonging / inclusion
- ✓ Learning, innovation
- ✓ Acts of kindness
- ✓ Helping someone
- ✓ Time, fully staffed
- ✓ Getting things done



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Good days in the NHS



	Appreciation	28%
	Teamwork	25%
	Positive attitudes	12%
	Making a difference	12%
	Getting things done	10%
	Time to do the job	5%
	Fully staffed	4%
	Learning something new	4%

“It’s me, isn’t it?”



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Motivated



Engaged



Committed

**Do you
want your
colleagues
to be...?**



67%

of employees are motivated by praise; more than those motivated by a cash bonus



14%

Appreciative organisations see 14% higher employee engagement.

80%

of appreciated employees aren't looking for a new job.



The huge value of praise

The ABC of Appreciation

A

Action

This is what you said or did

Observation

Get past generalizations to specific behaviours, facts, what they did.

B

Benefit

The positive impact it had

Effect

The impacts of their action or behaviour.

C

Continue

Thanks, please keep doing this

What's next

Reinforce the behaviour – please keep doing it!

Focusing on your people's **strengths**

2x engagement



Than focusing on their **weaknesses**

67% of employees who say their manager focuses on their strengths are engaged vs 31% of those who say their manager focused on their weaknesses. (Gallup)

5 keys to kindness

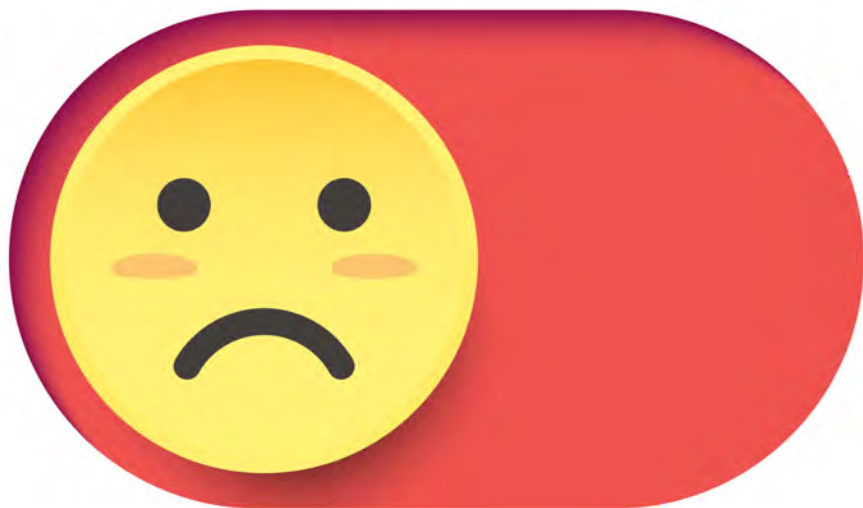
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- ✓ **Appreciation:** confidence & repetition
- ✓ **Positive attitude:** mood & productivity

Mindful of your mood

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Choosing to think positive thoughts

- ✓ Productivity + 23%
- ✓ Innovation + 25%
- ✓ Creativity + 30%
- ✓ Success + Health

Influences others with emotional contagion

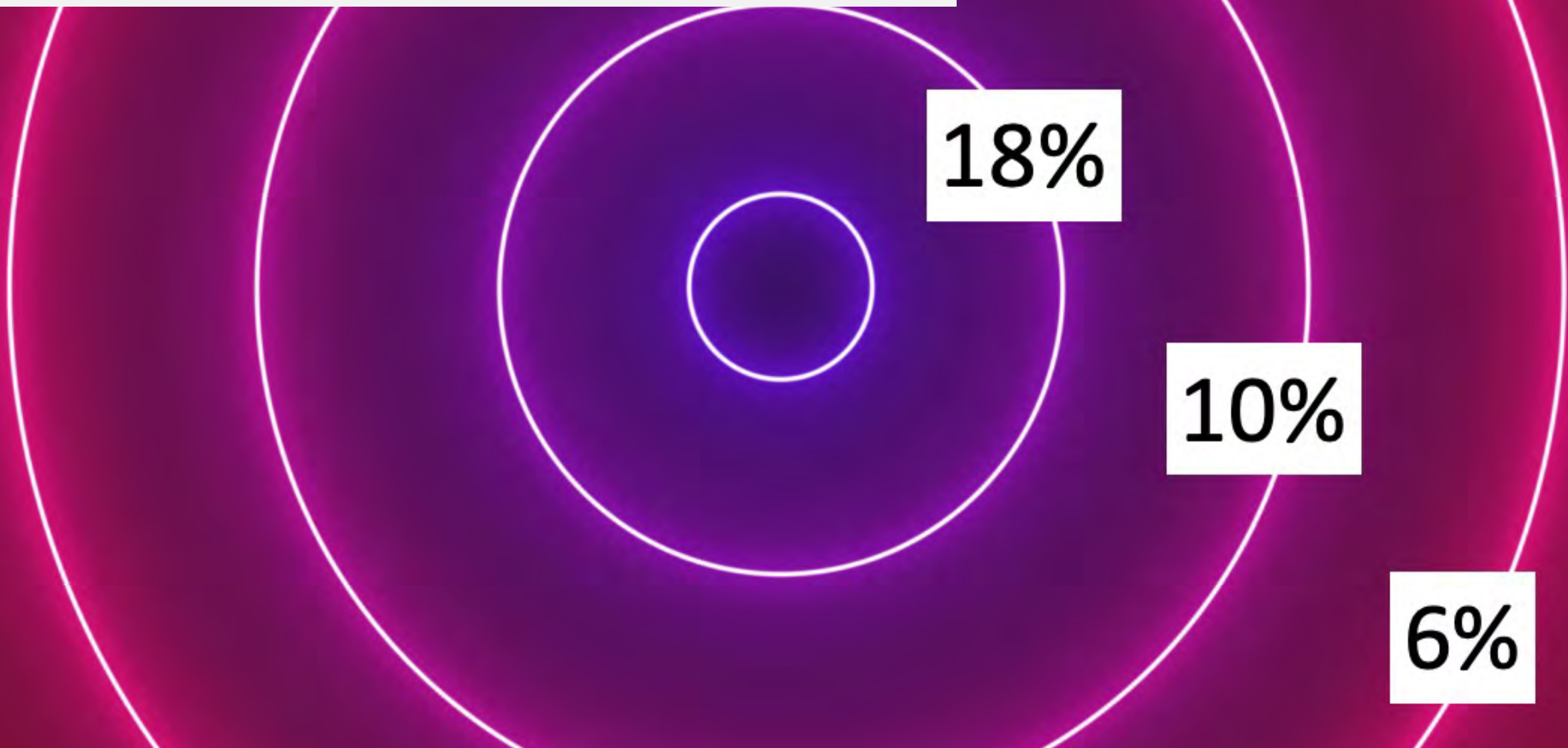
The ripples of positivity

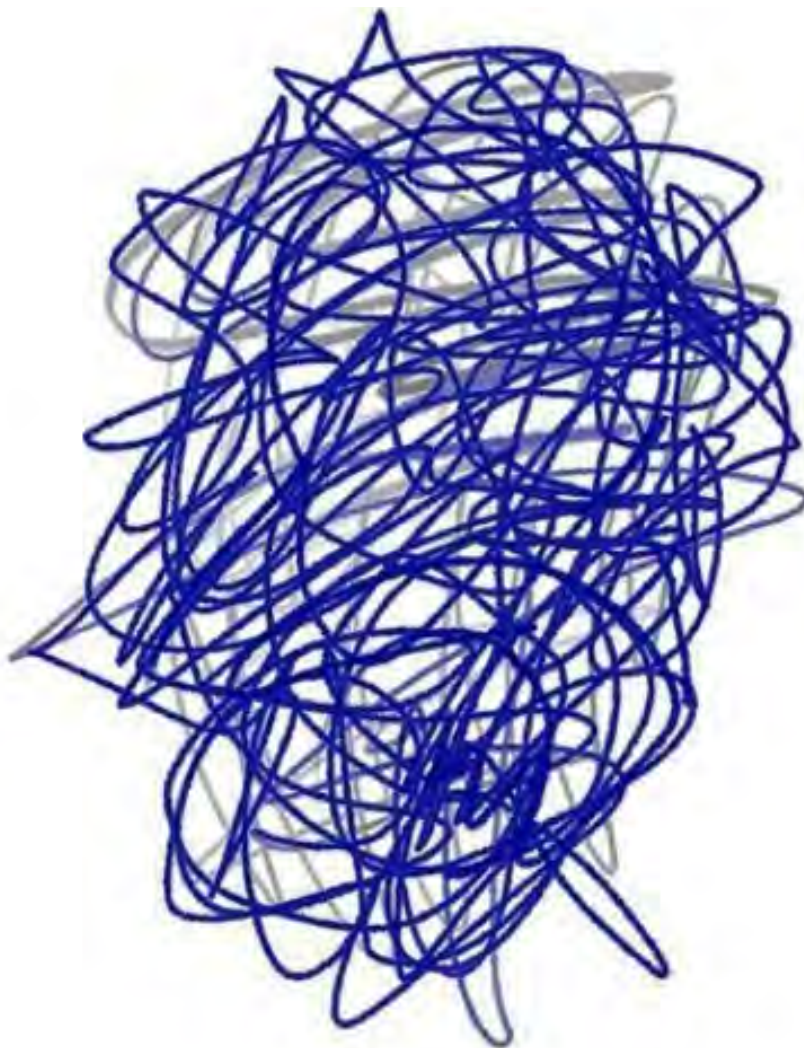
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18%

10%

6%





Take a step back.

**Observe the
situation
(or emotion)
with curiosity
and compassion**



**The chemical
component
of an angry
emotion lasts
for 90 seconds.**

Response-ability

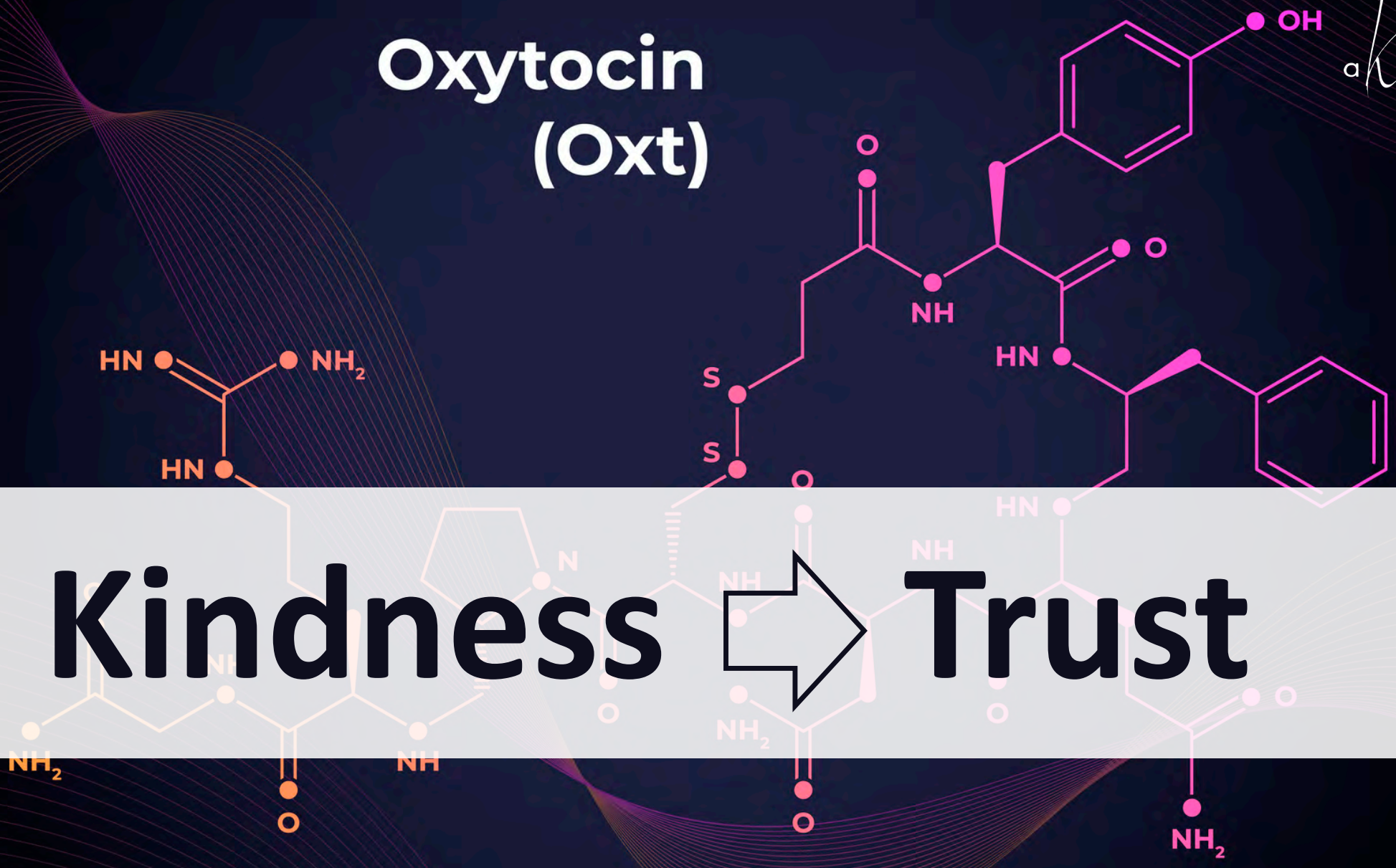


5 keys to kindness

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- ✓ **Kind teamwork:** trust & outcomes

Oxytocin (Oxt)

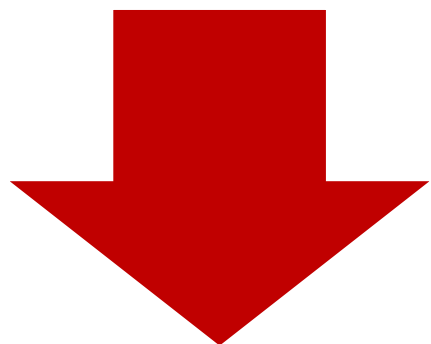


Kindness → **Trust**

High-trust teams vs low-trust teams



energy ↑ 106%, **productivity** ↑ 50%,
engagement ↑ 76%, **satisfaction** ↑ 29%



sick days ↓ 13%, **stress** ↓ 74%,
burnout ↓ 40%

* Costa AC, Fulmer CA and Anderson NR (2018) Trust in work teams: an integrative review, multilevel model, and future directions. Journal of Organizational Behavior. 39(2): 169-184.



What is REAL teamwork?



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**Give YOUR
team a rating
out of 100**



**5% increase in
rating teamwork
linked to 3.3%
reduction in
patient mortality.**

5 keys to kindness

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- ✓ **Appreciation:** confidence & repetition
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- ✓ **Kind teamwork:** trust & outcomes
- ✓ **Speaking up:** awareness & change

Bad days in the NHS



- X Rude, mean, banter, bullying
- X Discrimination or racism
- X Lack of teamwork
- X Isolation
- X Negativity, mood hoovers
- X Undervalued
- X Not enough staff, time
- X Unable to help
- X Managers or leaders




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Bad days in the NHS



	Rudeness	28%
	Poor teamwork	22%
	Lack of time / staff	19%
	Undervalued	10%
	Managers or leadership	9%
	Discrimination or racism	4%
	Didn't get a result / outcome	3%
	Unable to help	3%
	IT / systems	1%

A man with short brown hair, a beard, and black-rimmed glasses is looking slightly to his right. He is wearing a blue t-shirt and has his right hand raised, pointing his index finger towards his chest. The background is a plain, light grey color.

“It’s me, isn’t it?”

Did your
thoughts
affect your
mood?



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72 ICU CLINICIANS TOOK PART IN A TRAINING SIMULATION ON THE IMPACT OF **RUDENESS**



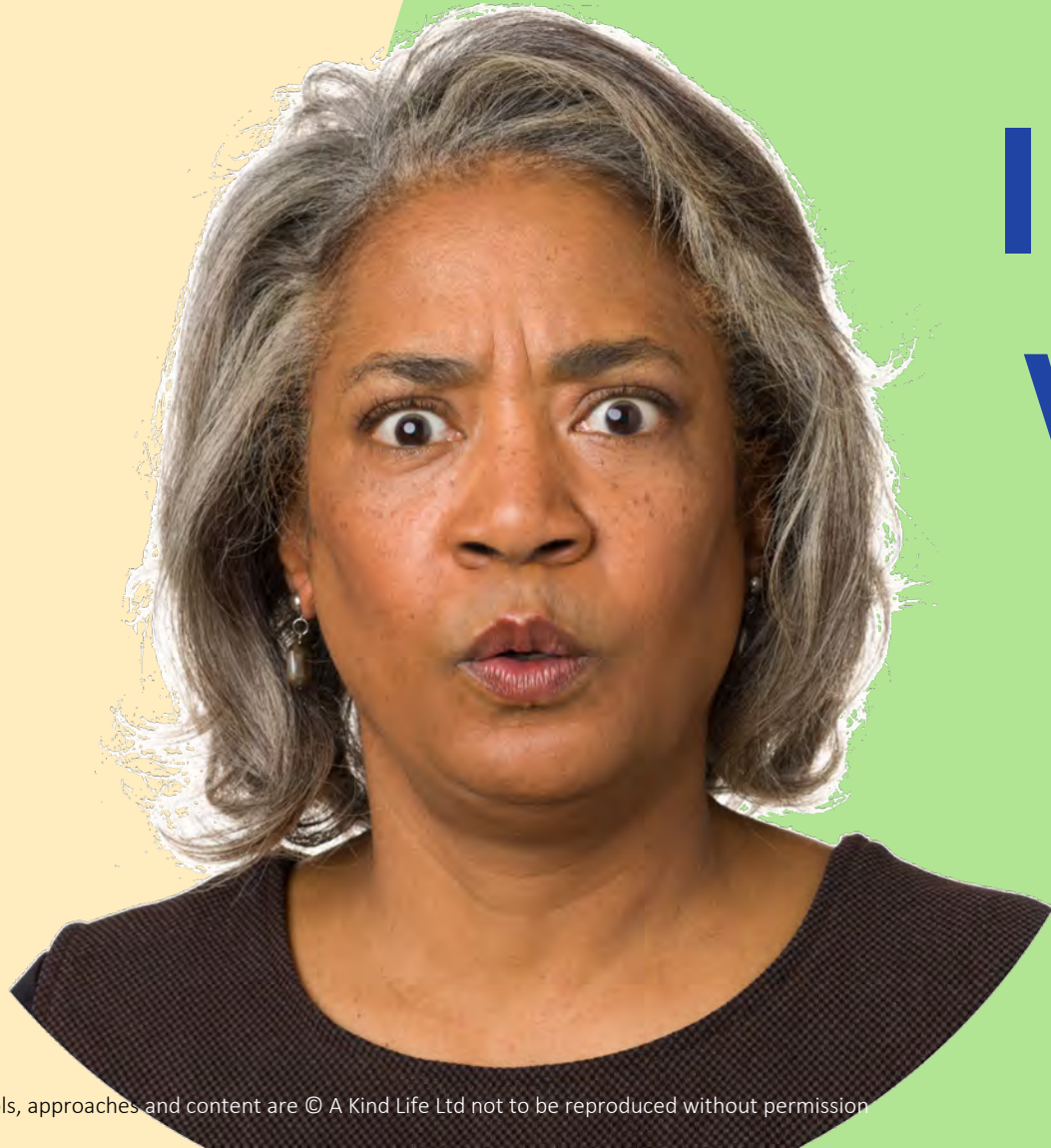
Incivility makes mistakes and errors more likely

Even a mildly uncivil tone of voice

Polite surgeon – 91%

Rude surgeon – 63%

We recognise rudeness, and
we think it doesn't affect us.
But it does...



**Incivility makes
witnesses 50%
less helpful.**

Porath & Erez, 2009



94% of targets of incivility at work...

GET EVEN

with the offender
and 88% get even
with organisation

The price of incivility, Pearson & Porath, Harvard Business Review 2013, Jan-Feb

**If you say nothing,
nothing changes**

Fight or *Flight*



Means we **Attack or Avoid**

kind ≠ nice

clear

unclear

To feel safe to speak up

We need to know
how to speak up



Kinder feedback

BUILD constructive feedback

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B

Describe the **Behaviour**.
Observations not judgements.

U

(**Understand** their context.
Step into their shoes. **Unsaid**).

I

Describe the **Impact** on...
you, others, outcomes or the work

L

Listen to them.
"What was happening there?" (*Don't ask 'why?'*)

D

Ask 'what might you
Do differently?' *It's a Dialogue*

BUILD constructive feedback



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Observations not judgements.



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you, others, outcomes or the work



Ask 'what might you
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BUILD constructive feedback

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Compassion

**“Thinking the best of others.
With strong boundaries.”**

Brené Brown



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Not rose-tinted
glasses.

Clearing the smog
of negativity bias.



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SEPARATE



THEY DID
REALITY
OBJECTIVE
BEHAVIOURS



YOU FELT
JUDGEMENT
SUBJECTIVE
PERSONALITY TRAITS



Facts

from

Feelings



There are unwashed plates in the sink...



It wasn't nice for me to come home to

Listening – a recap



Listen

Empathetic listener

leaves speaker more

- **relaxed**
- **open** (see both sides of the story)
- **Self-aware** (of their own weaknesses)





Empathy






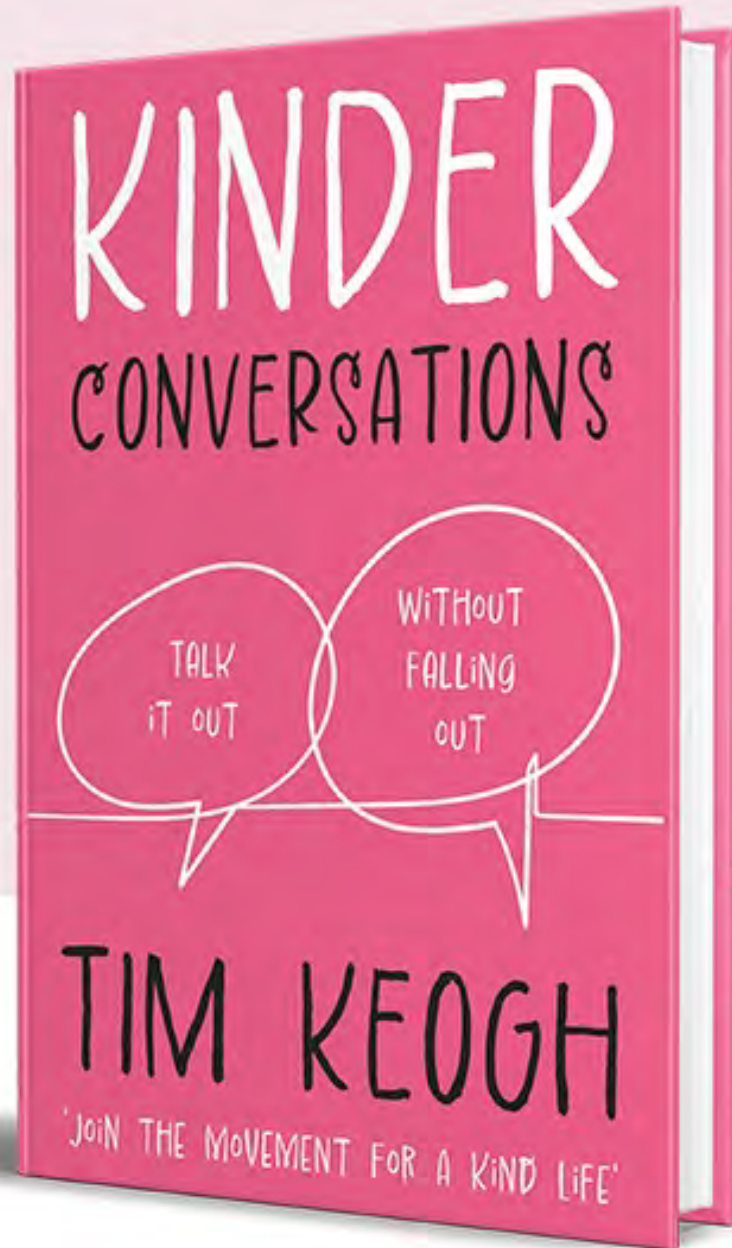
Clarity

The kinder feedback quadrants

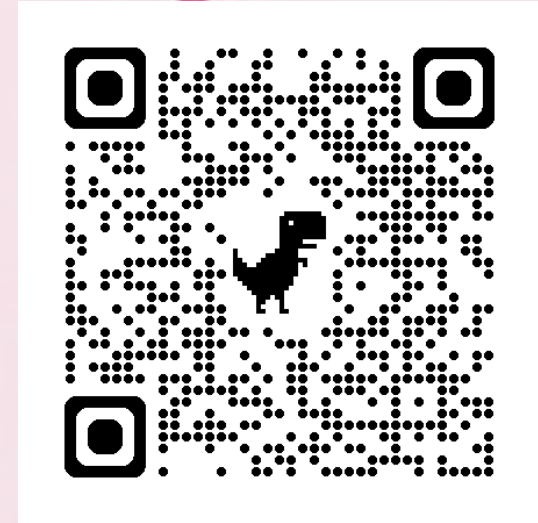
The benefits of BUILD?

	Describe the Behaviour . Observations not judgments.
	(Understand their context. Step into their shoes. Unsaid).
	Describe the Impact on... you, others, outcomes or the work
	Listen to them. "What was happening there?" (Don't ask 'why?')
	Ask 'what might you Do differently? ' <i>It's a Dialogue</i>

	Remove judgment, emotion
	Create empathy, change tone
	The gift of self awareness
	A dialogue, a discussion
	Focus on resolution / change



OUT NOW



JOIN THE MOVEMENT FOR A KINDER LIFE

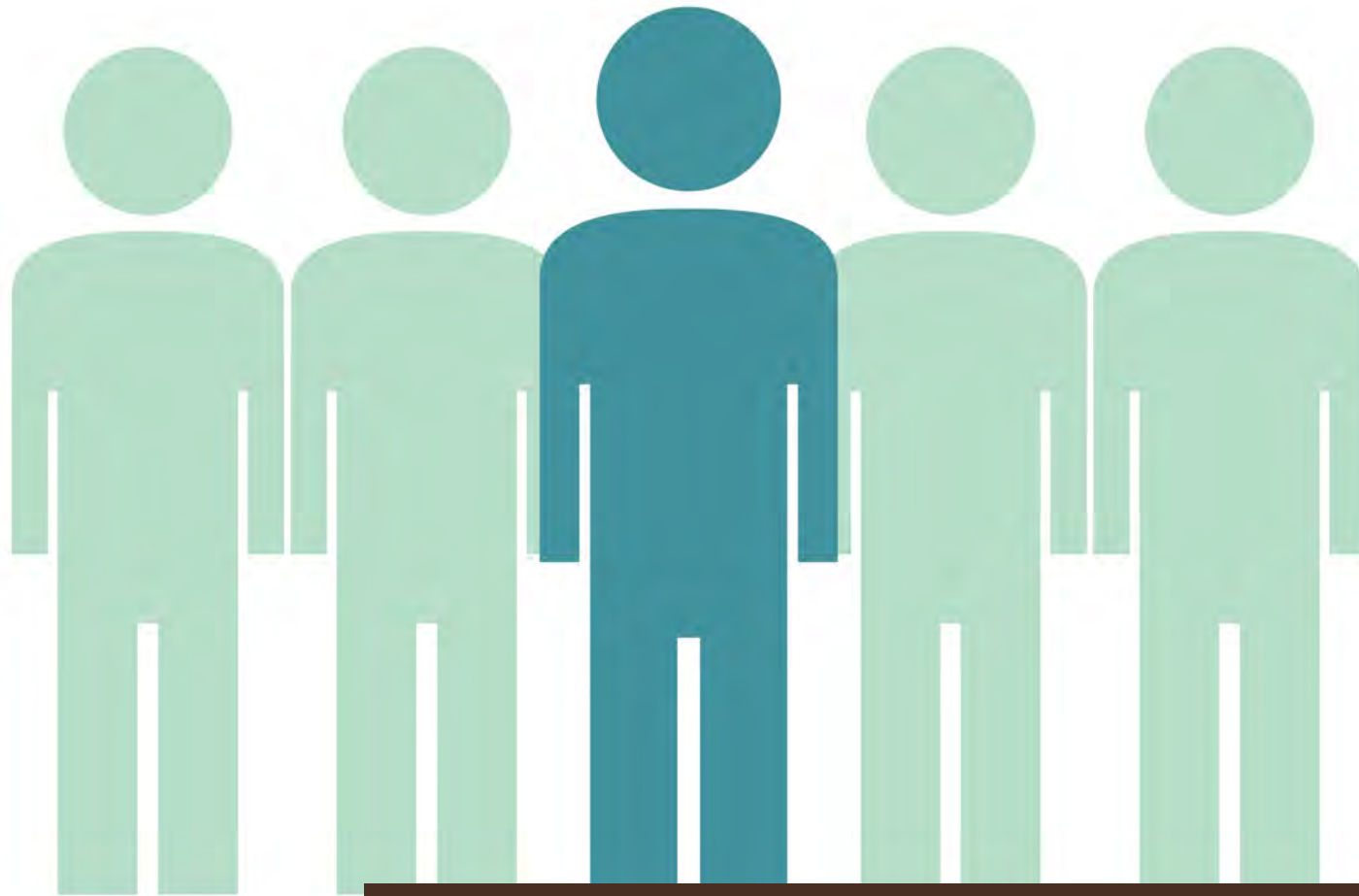


- A** **Action**
This is what you said or did
- B** **Benefit**
The positive impact it had
- C** **Continue**
Thanks, please keep doing this



B **U** **I** **L** **D**
Behaviour (Understand) Impact Listen Do differently





20%

Of NHS staff are
bullied or harassed
at work every year

25% of staff from global majorities.

80%

of people who are bullied
suffer overwhelming anxiety

50%

of people who are bullied
suffer clinical depression

29%

of people who are bullied
suffer suicidal thoughts



Lost...

- **Time:** + 7 days sickness absence
 - **Motivation:** 48% reduce effort
 - **Productivity:** by 50 – 70%



If 20% of NHS staff
Are 50% less productive
Tackling bullying is a
10% productivity
opportunity to NHS

54%

of HR professionals had
burnout in past 5 years

- 64% HR people experience 'near constant stress'
- 83% took time of work due to stress in past year
- Investigators suffer secondary trauma and compassion fatigue

Receipt

The yearly cost of bullying to the UK's largest employer, the NHS

Sickness Absence	£ 785.8m
Employee Turnover	£ 231.9m
Reduced Productivity	£ 575.7m
Sickness Presenteeism	£ 604.4m
Litigation and Compensation	£ 83.5m

Total **£2.28Bn**

What is bullying costing your organisation?



We cannot afford
NOT to invest in
tackling bullying
and harassment

That's £1,500 per employee

Respectful Resolution



- Kind, restorative approach to bullying and harassment
- Focus on early resolution
- Grab a guide not a policy
- Discuss, defuse, de-escalate
- 8 NHS clients saw 3,000 fewer people bullied, saving c. £18m in the process
- Aligned to new national policies

Team discussions
Build a respectful, values-led culture through structured teams discussions and exercises.

1 Awareness resolution
Pause and reflect on the situation, give feedback, try to resolve the issue together.

2 Raise a concern
Talk with your manager so they can support you to resolve the issue.

3 Supported resolution
Informal, structured and impartial routes e.g. mediation or facilitated discussion.

4 Formal resolution
A gateway to choose the most appropriate response, including investigation or disciplinary.

5 Share lessons learned
Identify and share learning and next steps, to foster a restorative approach and reintegration.

Respectful resolution

A practical guide if you have

Experienced bullying

Respectful resolution

A practical guide for the

Witness of bullying

Respectful resolution

A practical guide if there is a

Concern about your behaviour

Respectful resolution

A practical guide for the

Manager to resolve bullying

A Revolution In Resolution

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Respectful
Resolution helped
8 NHS Trusts see
3,000 fewer people
harmed by bullying,
saving c. £18m

71%

of UK trained BAME staff
experienced race discrimination

50%

of cases of poor behaviour,
bullying or harassment associated
with protected characteristic

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A dark silhouette of a person's head and shoulders in profile, facing left. The person has curly hair. The silhouette is set against a dark red background.



31%

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Of female doctors report
unwanted physical contact
in the last two years

60%

of nurses have experienced
sexual harassment

1 in 5

neurodivergent employees have experienced harassment or discrimination at work

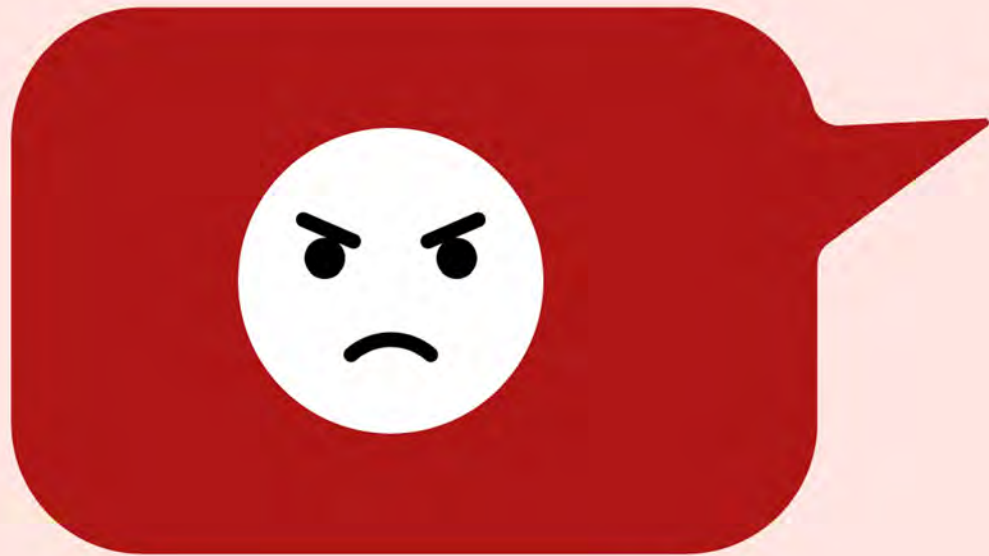
75%

of differently-abled NHS staff don't mention it to their organisation



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Micro-aggressions



Micro-affirmations

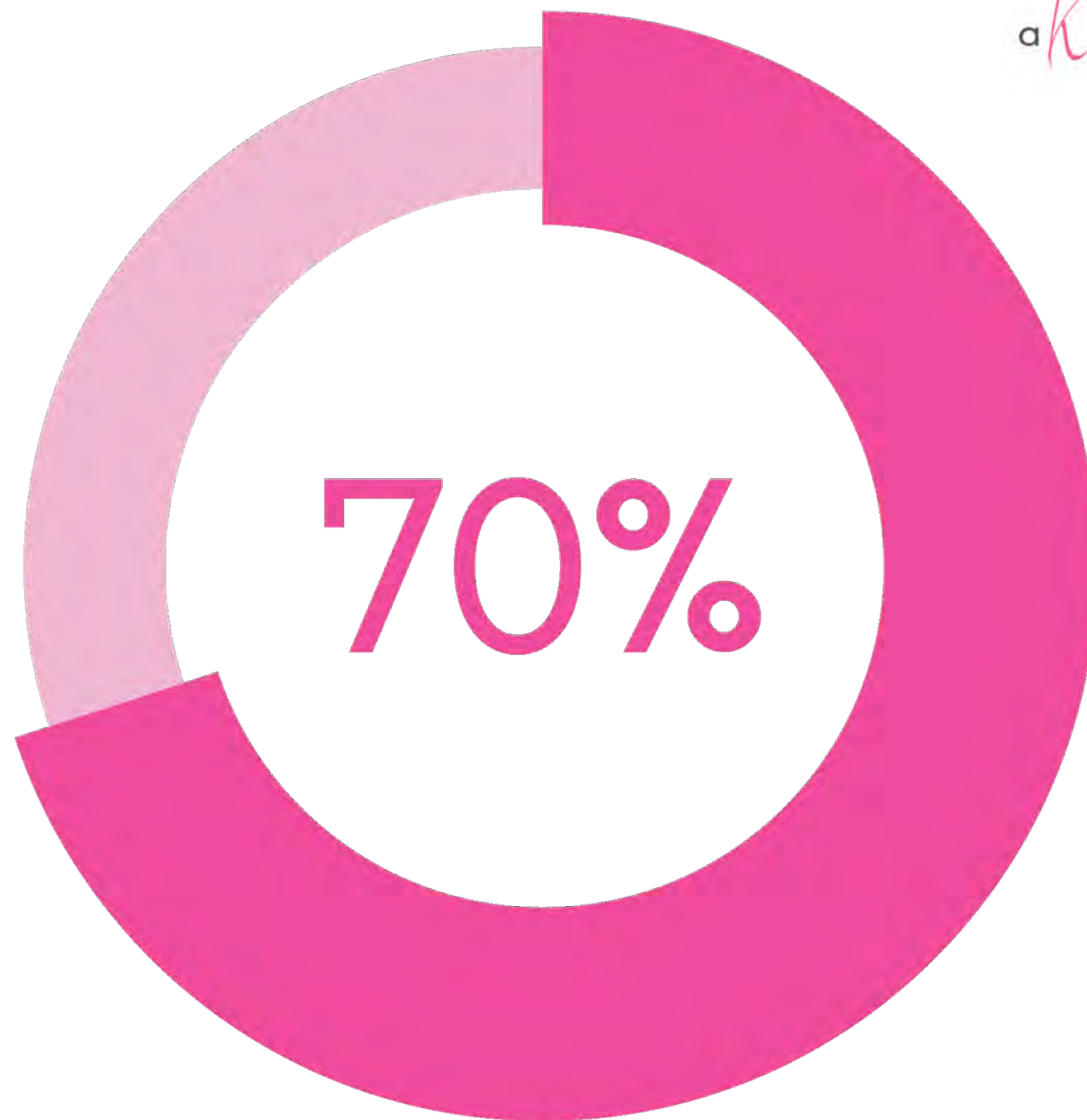


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**The line manager
accounts for 70%
of variation in
engagement**



Source: Gallup, State of the Global Workforce

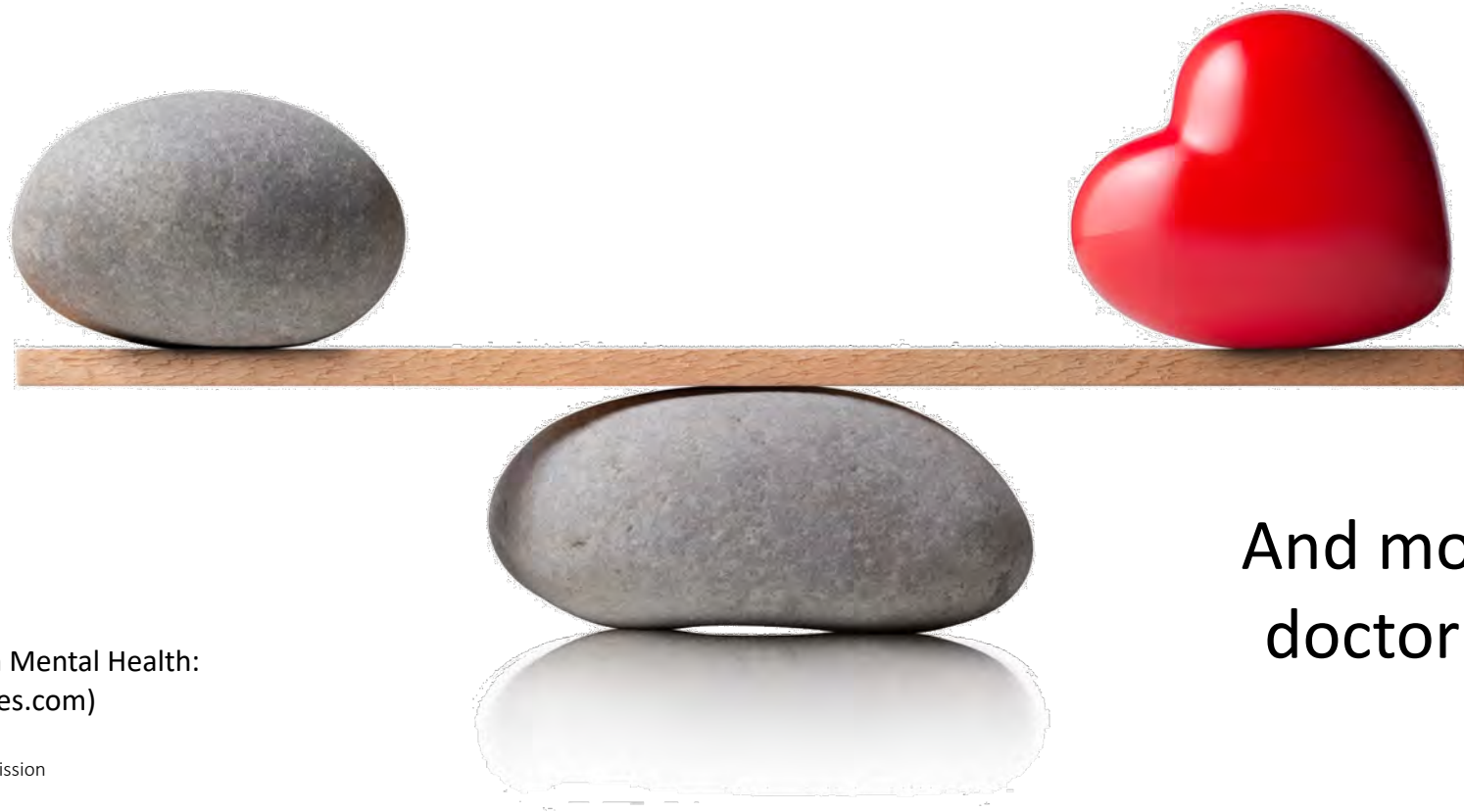
Unkind leaders have a 1 in 2,000 chance of being successful.

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Zenger and Folkman.



Managers have the same impact on their people's mental health and wellbeing as their partner



And more than their
doctor or therapist

Managers Have Major Impact On Mental Health:
How To Lead For Wellbeing (forbes.com)

Awareness Resolution

85%

of bullying is 'accidental'.
If we don't speak up, they
can't learn and change

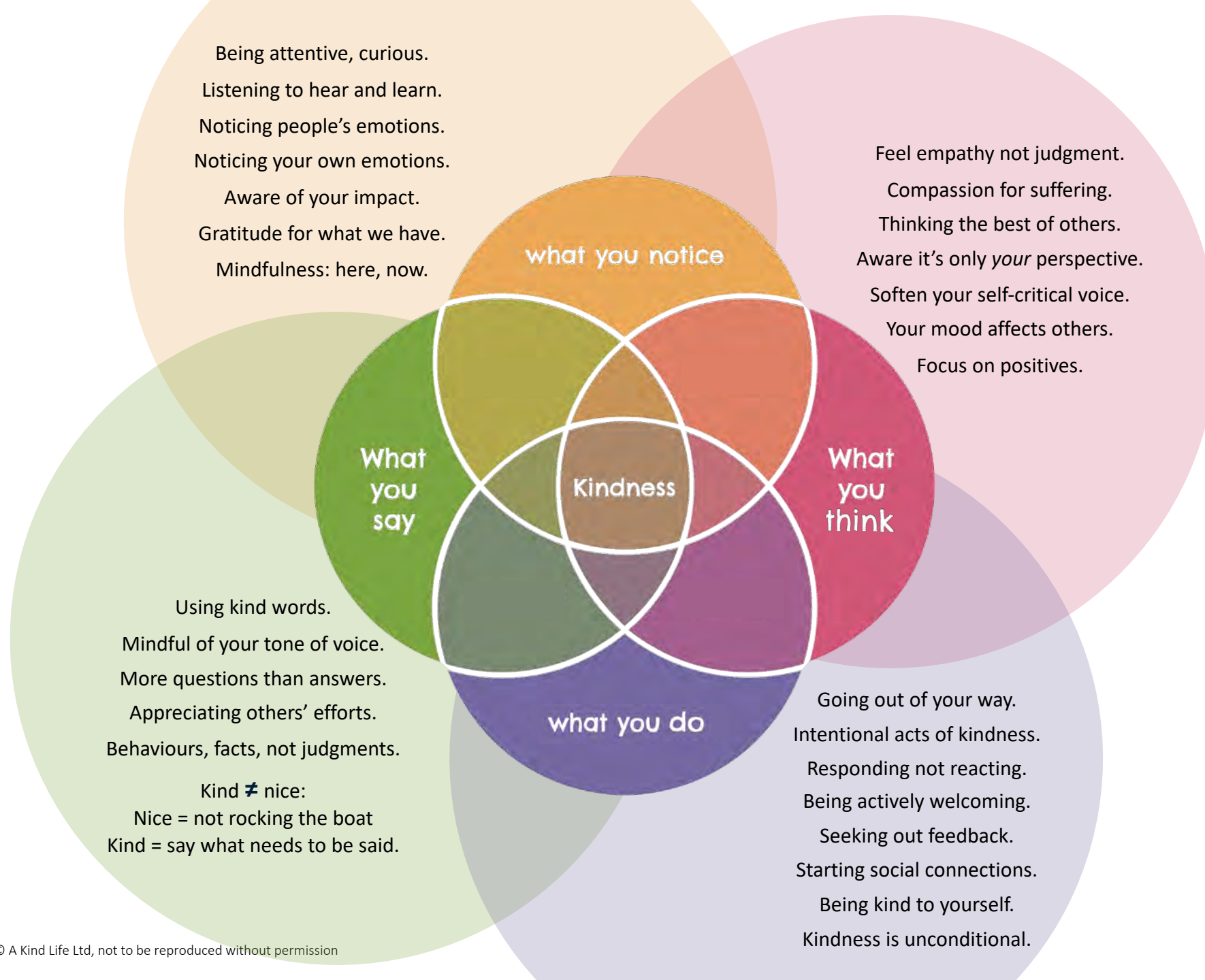


**There is always
someone on
the receiving
end of you...**

NICU clinicians given
a **kind, appreciative**
briefing, performed
EVEN BETTER in
stressful clinical
situations

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Kindness means
generosity in
what we notice,
think, say and do.

As people
As leaders
As organisations
As a health system

NHS England - 7,000 Line Managers



- 1. A positive impact:**
our culture is up to us
- 2. Kinder conversations:**
our performance is up to us
- 3. Be the change:**
our mindset is up to us
- 4. Courageous Kindness:**
resolution is up to us

“This is the best training session I have ever attended in the NHS.”

“The framing and evidence were outstanding - such a meaningful session.”

“The curation of this session is amazing. I love the words, images and metaphors you’re using.”

NHS England - 7,000 Line Managers



Without doubt,
the training A Kind Life
provide is at the leading
edge of practice in the
NHS.

Ben Morrin, Integration
Director, NHS England

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2. Why focus on kindness?

Culture | **Leadership** | **Belonging** | **Resolution**

Why kindness?

When there is a consistently kinder culture in the NHS, what will that get for us?

Benefits of a kinder culture.



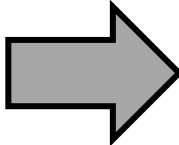
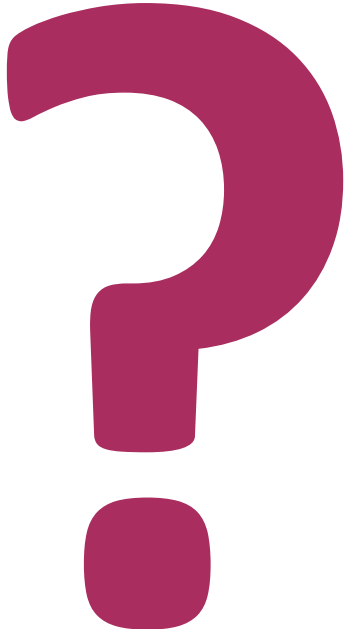
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Our aim



**STAFF
ENGAGEMENT**

Hospitals with higher staff engagement have

- Lower mortality⁽⁸⁾
- Better outcomes⁽⁸⁾
- Significantly fewer mistakes⁽¹⁰⁾

Variation between hospitals in patient perception of quality of care is driven 91% by human factors

There is a clear relationship between wellbeing of staff and patients' wellbeing. King's Fund

Hospitals with higher levels of staff engagement deliver a better patient experience. McLeod

**PATIENT
OUTCOMES**

Evidence shows that better patient experience scores linked to

- Lower readmission rates⁽¹⁾
- Lower cost per case⁽²⁾
- Shorter length of stay⁽²⁾

The available evidence suggests measures of patient experience are robust, distinctive indicators of healthcare quality. Manary et al, NEJM

**PATIENT
EXPERIENCE**

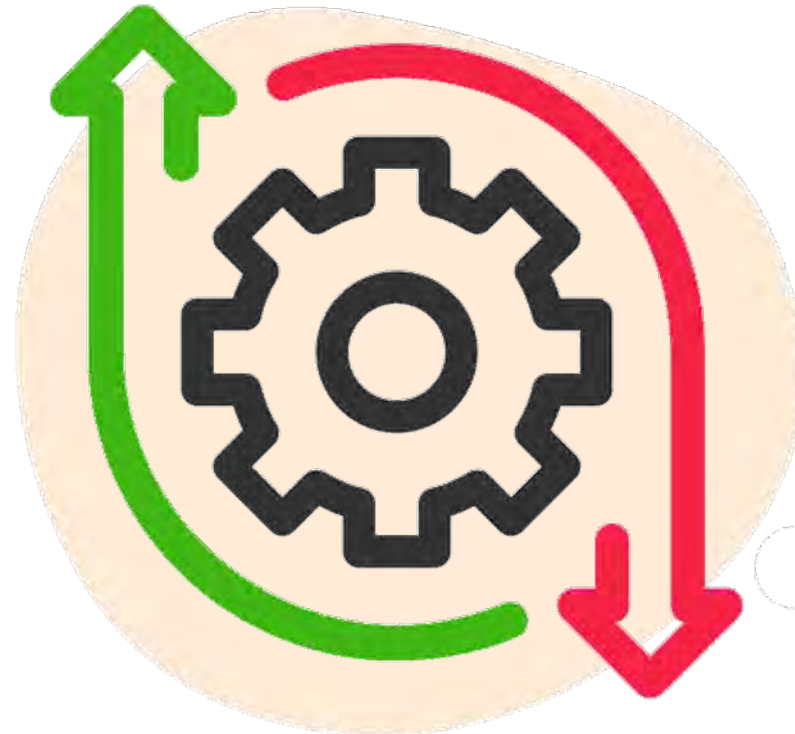
Your KINDER culture...



An engine for engagement, wellbeing and performance

MORE

Trust, **teamwork** and relationships
Happiness and satisfaction
Psychological **safety**
Attractive to **talent**
Customer loyalty
Creativity



LESS

Stress
Burnout
Mistakes
Turnover
Absenteeism
Discrimination

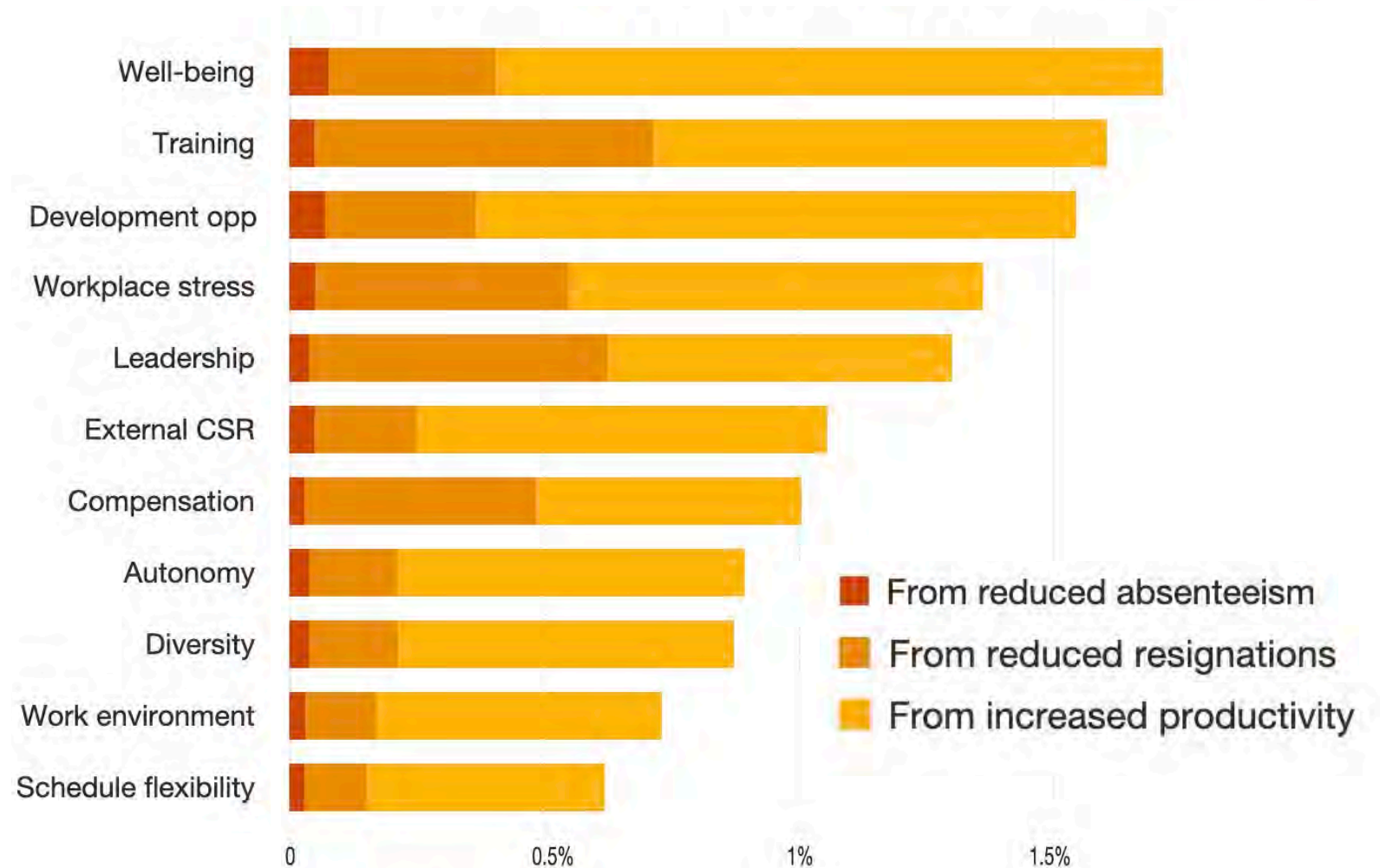
Diverse teams and organisations



- 87% better at making decisions
- More attractive to talent – 76% people say it's important to them
- 35% more likely to outperform
- 35% more likely to have above average financial performance
- 1.7x more innovative
- 83% more likely to be engaged

Financial benefits of kindness

Just top 5 factors in this Accenture study show a **7.5% saving** on annual turnover.



Savings as a % of annual revenues

- ✗ 27% of employees quit because of culture
- ✗ 26% of people dread going into work
- ✗ £20Bn cost of poor culture on UK economy
- ✗ 17m workdays lost due to mental health
- ✗ 33% would reject the 'perfect opportunity' if the culture wasn't right

Four reasons kindness is essential

- ✓ **It's good for patients**
- ✓ **It's good for colleagues**
- ✓ **It's good for the organisation**
- ✓ **And it's good for us too...**

People who choose to be kind are



- Calmer, happier, more optimistic
- More satisfied in their relationships
- Have more agency and motivation
- Lower cortisol levels and less stress
- Anxiety and depression less likely
- Lower likelihood of dying early

kindness works here

3. How can WE benefit?

Culture | **Leadership** | **Belonging** | **Resolution**

**Kind
culture at
pace and
scale**

**Culture
Leadership
Belonging
Resolution**

The classic mistake

X It takes years to change culture



**✓ Act at
pace and
scale**

Kind culture at **pace & scale**



Lessons we have learned from 15 years
transforming healthcare culture



ENGAGE **EVERYONE**



Build a skilled and motivated social movement



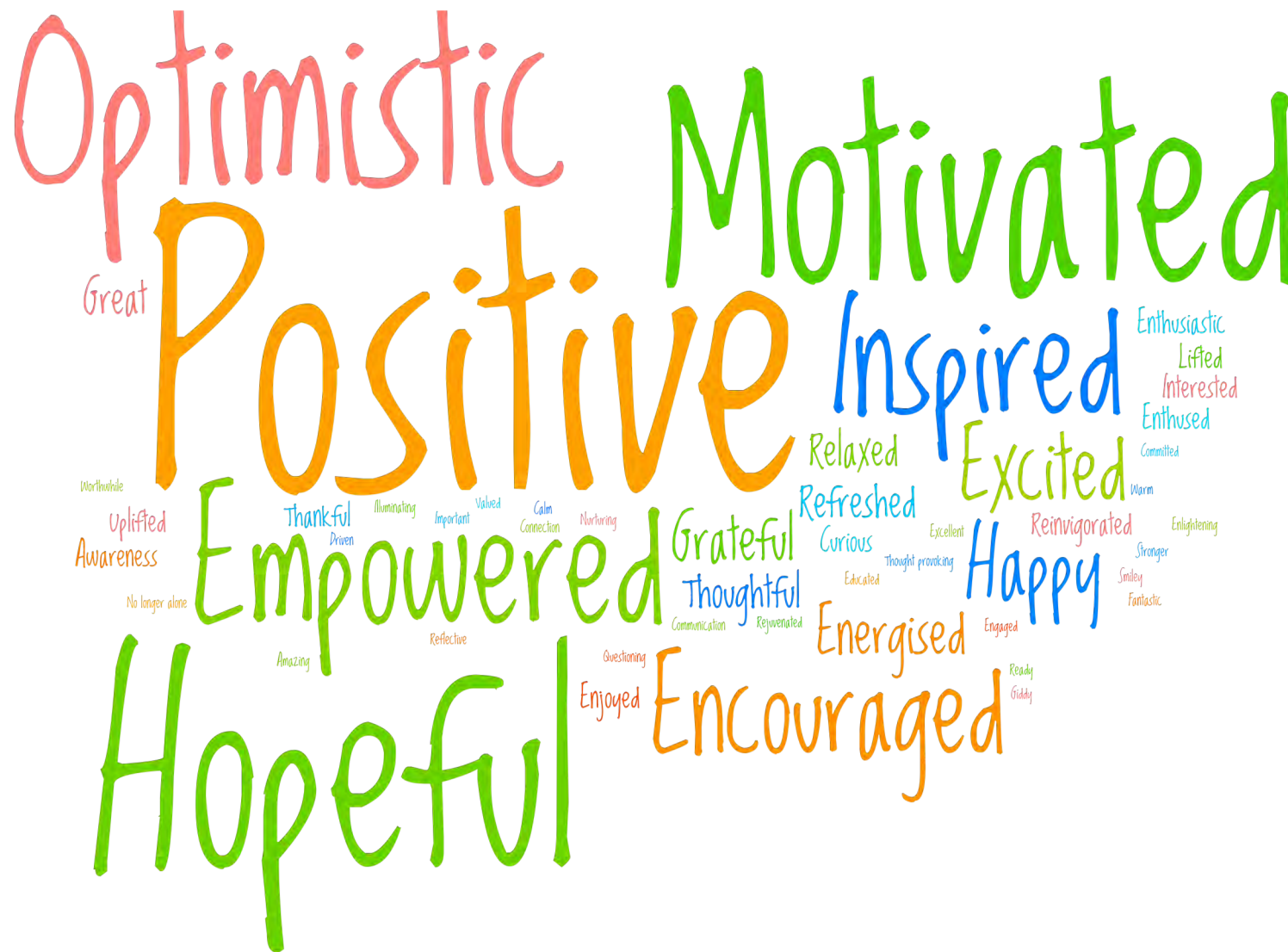
High impact culture workshops, packed with evidence, insights, interaction, and opportunities to hear from colleagues and practice new skills.

Please share one word to describe how you feel now, at the end of this workshop...

“I have never taken much notice of what are values are and how we implement and stick to them. This helped me to understand why they are important and what they mean.”

“The best training session I have ever attended in the NHS.”

“I thought I was coming to another ‘tree hugging, I promise to be nice’ session. I was wrong. This has been life-changing. It has come at a time when I need to change both professionally and personally and the session has given me the tools and confidence to do this. I am ready for change.”



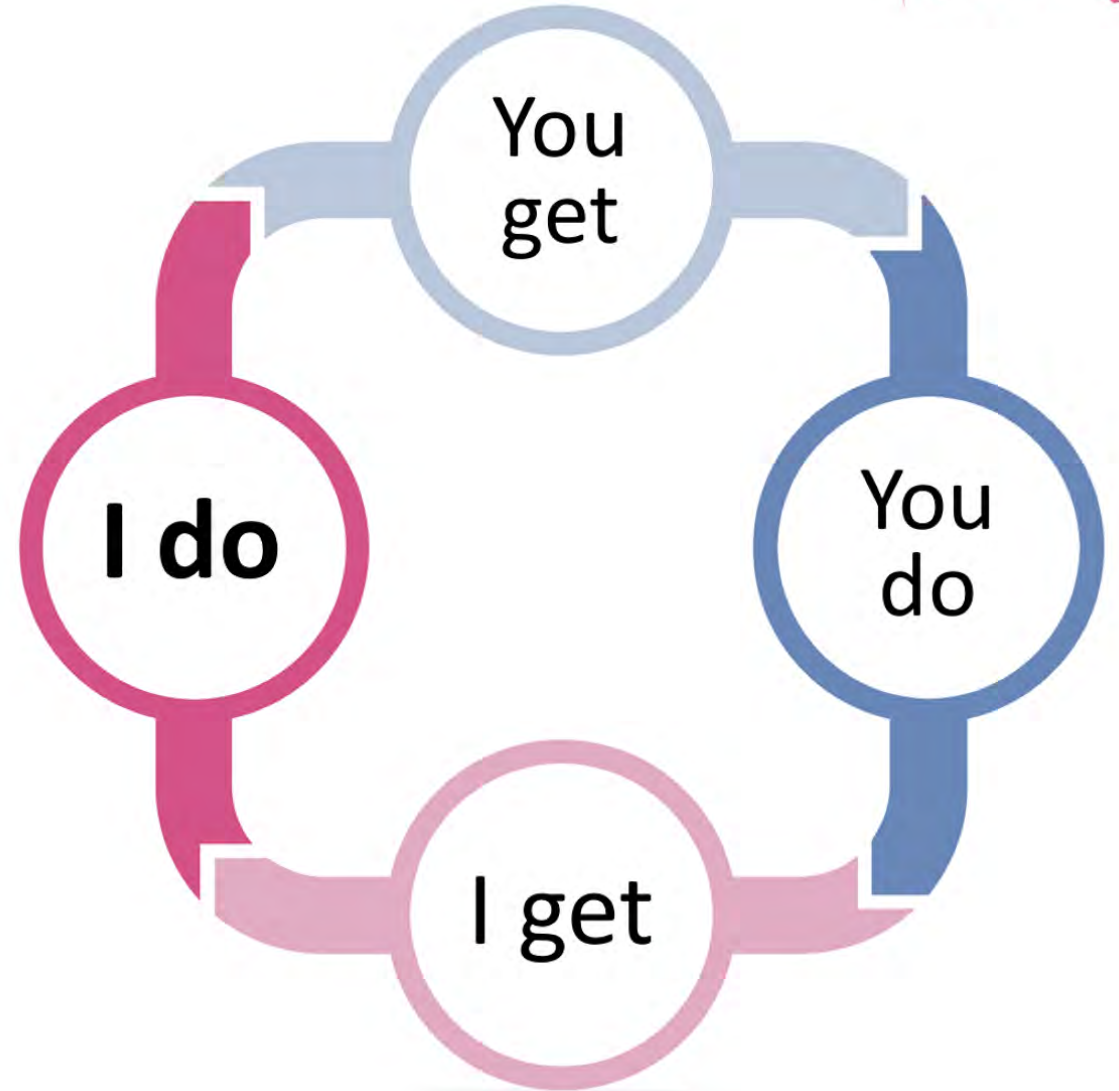
ALIGN EVERYTHING



- Practical guides for managers to have clear and helpful coaching conversations with their people. How we lead with kindness.
- Each solution includes helpful guides, blended e-learning and in-person training tools so you can embed into ongoing OD.
- Essential content for leadership development sessions.

SUSTAIN EVERYDAY

- Leaders as self-aware role models of values
- The kinder manager
- Build into ongoing development



London Ambulance Service



Improvement in *every* engagement domain

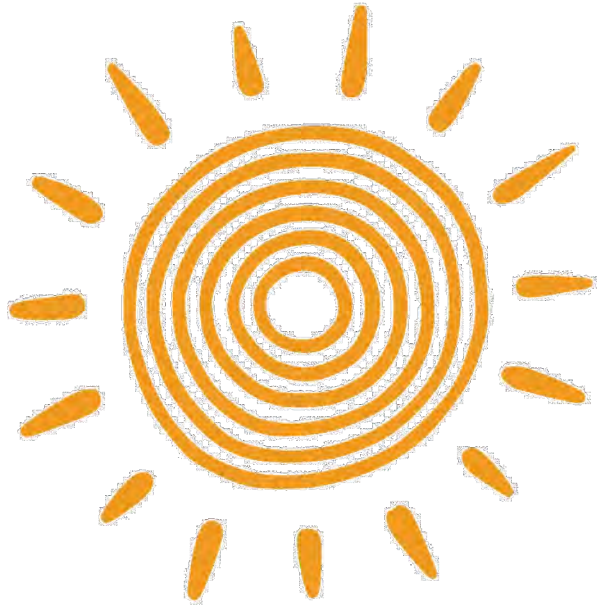
- **Staff Engagement** ↑ **5.8/10** to **6.1/10**
- **Morale** ↑ **5.1/10** to **5.4/10**
- **“We are Compassionate and Inclusive”** ↑ **6.5/10** to **6.9/10**
- **“We are a Team”** ↑ **6.0/10** to **6.5/10**
- **Recommend LAS** as a place to work – ↑ **45.0%** to **52.2%**
- **Staff sickness** ↓ **12%** in 2021 to **5.75%**

Belonging workshops: 75% of attendees rated sessions 5 / 5.

I am certain that
we would not be
where we are today,
without A Kind Life.

Daniel Elkeles

former CEO, London Ambulance Service



‘The best leaders
have a contagious
positive relational energy’

Demonstrate and cultivate virtuous cycles: curiosity, empathy, humility, kindness, trust, inclusion, honesty, optimism, generosity, gratitude and connection.



qcmc me/ZGtjZGL

Créé sur Québecmeme



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**What
will you do
less of?**

BUILD for self-reflection



- B** WHAT DID I DO?
- U** SOME EMPATHY FOR MYSELF?
- I** WHAT WAS THE IMPACT?
- L** WHAT WAS HAPPENING FOR ME?
- D** WHAT MIGHT I DO DIFFERENTLY?

What will you do more of?

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Kindness has karma

If you are kind to someone, they
will be kind to 4 other people

Giver: less anxious, more satisfied with life

Receiver: happier, 278% more pro-social behaviours

**You can't give what
you haven't got.**

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Culture | **Leadership** | **Belonging** | **Resolution**

tim@akind.life