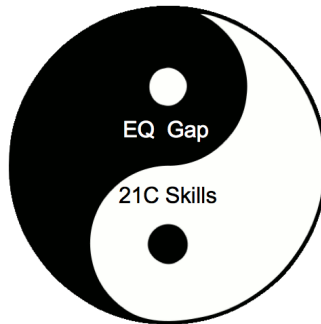




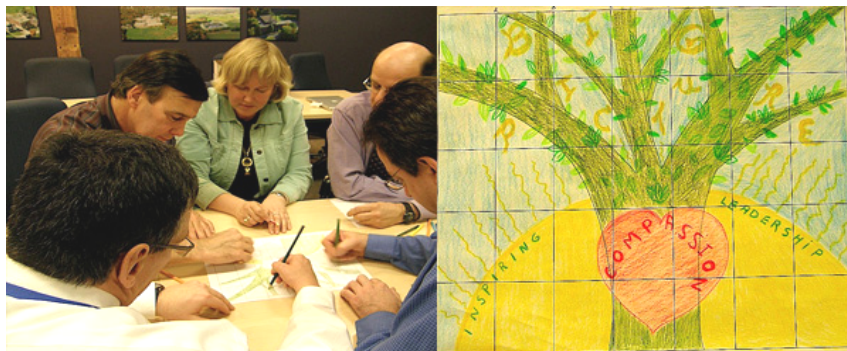
White Paper: Prelude At Work

Overview

Prelude is a group learning game that addresses two related workplace needs. Business success in the global knowledge economy requires employees with 21C skills. This is key to innovation and new wealth generation. Problematically employee conflict and absenteeism are rising. This EQ Gap it is costing billions of dollars in lost productivity annually. Please see the Appendix for more on these “yin yang” workplace needs.



Prelude fosters employee 21C skills holistically in a concentrated, enjoyable experience. These skills include: *creativity, communication, and collaboration*. Participants also become more understanding of the diverse ways they think and communicate. The very game process therefore also helps reduce root causes for *employee conflict, bullying, and disengagement*. Over four activity modules, participants move from self-exploration and expression, to teamwork, to whole group work. Prelude is an ideal way to start a new team or training program. It can be played in half a day or over several sessions. Trained facilitators are available or organizations and teams can play on a self-directed basis.



Background

Prelude was initially designed for use with youth from age 12-6. As it became more widely used in schools, educators and administrators started asking if it could be also used in professional development. In January 2010, Heliotrope invited a dozen managers from several sectors to play Prelude at the Centre for Social Innovation. The goal was to determine if “*Prelude could have value for workplace training*”. The post game answer was ‘yes’. To date about 200 professionals have used it in several organizations. The response continues to be uniformly positive.

Scope Of Use

Prelude may be used effectively in several workplace fields:

- Organizational Development/ Appreciative Inquiry
- Diversity Training
- Health & Well Being
- Human Resource Management
- Project Management
- Team Building
- Vocational Retraining

Testimonials

- *Our staff found Prelude fun, engaging and stimulating. More than that, it revealed assets in some of our team that had previously remained hidden and it brought other HR issues out into the open and challenged us to deal with them.*
- *Prelude is a trust accelerator*
- *Prelude actually can teach people how to be collaborative. This is the product's true strength and beauty.*
- *The whole process was a great exercise in building a stronger, more productive team*
- *Prelude put everything into perspective*
- *Prelude is a continual affirmation*
- *I will now always be looking for the close connection that allows us to be different and yet, work together*
- *I thought that Prelude was well made, very thoughtful and interesting to play. I feel that I know myself better than I did before the game.*
- *It challenged me outside my comfort zone.*
- *Even though the results surprised me at first they made sense when I started to look deeper.*
- *New picture of your staff*
- *Get to understand each other*
- *All about working together better*
- *Lets people discover the shift from compete/polarized to collaboration*
- *My colleagues' put up a guard to hide how much they care – I got to know them better.*
- *I learned why some of us get along better than others, and how some of us don't "bond" naturally. I really liked how it developed teamwork.*
- *I feel that I know myself a bit better because I now think that I'm a motivator to people. I thought I was before but I didn't really know and now I do.*
- *Draws everyone into it.*
- *Brings colleagues into collaboration in new ways.*
- *Really get insight into others in the group.*
- *Prelude facilitates a unified harmonious image of the group at its best.*
- *The artefacts have currency and we are creating identity – individual and collective.*
- *A people tool... a project tool*
- *Really revealing.*
- *Teaches lessons without being heavy, didactic.*
- *Identities strengthened, common identities emerge, social capital increases*
- *Useful non-threatening process to shift group from competitive/elbowing to cooperative collaborative*
- *Showed me how difficult it is to work in a group but shows rewards*
- *Making the iTag was a challenge but it was really fun when we got together to make the weTags and see what everyone was able to contribute*

Partners

Vinezoom

Vinezoom is an IT consulting services business focused on Strategic Business Consulting, IT Service Management, Project Management, IT Integration and Application Services.

www.vinezoom.com

WMA & Associates

WM & Associates is an international management search practice working with Fortune 500 firms.

www.bestpeoplebestpractices.com

Heliotrope

Heliotrope is a social enterprise founded in 2004 to develop and market Prelude. For more information, please contact info@heliotrope.ca

www.heliotrope.ca

Spring 2011

APPENDIX

A - 21C WORKPLACE SKILLS

Overview

“Nearly every segment of the workforce now requires employees to know how to do more than simple procedures—they look for workers who can recognize what kind of information matters, why it matters, and how it connects and applies to other information” [Measuring Skills For The 21st Century” E. Silva, Education Sector Reports 11/08].

“The current and future health of America’s 21st Century Economy depends directly on how broadly and deeply Americans reach a new level of literacy.” [21st Century Workforce Commission National Alliance of Business]

There are many models identifying the new 21C skills needed for success in the global knowledge economy. An excellent overview was produced by the Buck Institute of Education in 2008. All generally agree these new skills include:

- Collaboration -teamwork
- Communication
- Critical thinking-problem solving
- Imagination - creativity
- Cross-cultural awareness
- Appreciation for diversity-interdependence
- Life long learning
- Social and emotional intelligence
- ICT literacy

B - THE EQ GAP AT WORK

“Not long ago people thought of emotions as old stuff, as just feelings — feelings that had little to do with rational decision-making, or that got in the way of it. Now that position has reversed. We understand emotions as practical action programs that work to solve a problem, often before we’re conscious of it. These processes are at work continually, in all of us” [Dr. Antonio Damasio, Brain and Creativity Institute at the University of Southern California]

Overview

The *social and emotional skills* of an organization’s managers and staff are crucial to its success. These skills are also known as EI, for emotional intelligence, and EQ, for emotional quotient. However, there’s a dire EQ Gap in the workplace. The result is:

- Rising Conflict
- Rising Bullying
- Declining Productivity
- Declining Morale
- Rising Absenteeism & Turnover
- Rising Depression & Anxiety
- Rising Health & Benefits Costs
- Increasing Disability Premiums

Business Case Drivers

There are three main business case drivers for enhancing emotional intelligence across an organization:

- Financial - results in lower costs
- Productivity - results in higher gains
- Moral imperative – the right thing to do

The emphasis is different in different sectors, industries, and companies. Research shows when businesses adopt policies and programs to address psychological safety and health, they incur between 15% to 33% fewer costs.

“Investors are more likely to buy into companies that are able to attract and retain good people and top talent. This calls for healthier workplaces, an intelligent, compassionate, informed response ... The surest way to profits is treating employees as assets ... “human capitalization” ... Most of the new jobs will call less for manual skills and more for cerebral skills, cognitive capacity and sensory health” (The 2006 Business and Economic Plan for Mental Health and Productivity).

The Mental Health Roundtable summarizes the benefits of an “EQ aware” workplace.

- Best-run firms promote emotional ties and wellbeing
- Employee attitudes and wellbeing are linked to financial results.
- Re-shaping corporate culture is as important as monitoring \$ results
- Compelling place to invest is a compelling place to work
- Employees who feel they count predict financial results (www.mentalhealthroundtable.ca)

EQ Gap Statistics

Organizational Climate

- Organisational climate has the strongest impact on individual morale and distress (www.rtwknowledge.org)

EQ Awareness & Skills

- On average, senior executives have the lowest EQ scores in the workplace (www.talentsmart.com)
- 90% of executives derail professionally due to lack of emotional competencies (Talent xxx)
- Only 36% of people can identify their emotions correctly as they occur (Emotional Intelligence 2.0)

Health & Wellbeing

- Mental health claims, especially depression, are the fastest growing disability cost (Survey/Rubin Thomlinson LLP)
- 30% of Canadian employees may be experiencing a work environment that is not psychologically safe and healthy
- 29% of employees may actually be experiencing a work environment with significant or serious psychological risk concerns
- 19% of Canadian employees feel their work environment is not psychologically safe or mentally healthy (Guarding Minds@Work)

Workplace Conflict

- Workplace conflict is severely crippling effects on productivity, staff engagement and working relationships (Psychometrics Canada)
- Managers had significantly higher levels of interpersonal conflict with others (University of Toronto Survey of 1,800 US employees)
- The most common causes of conflict -- --
 - 86% - Warring egos and personality clashes
 - 73% - Poor leadership

- 67% - Lack of honesty
- 64% - Stress
- 59% - Clashing values
- The negative outcomes include -- -
 - 76% - seen conflict result in personal insults and attacks
 - 81% - seen conflict lead to someone leaving the organization
 - 77% - seen conflict result in sickness or absence

(2009 Psychometrics Canada Survey of 350 HR professionals)
 (2009 University of Toronto Survey of 1,800 US employees)

Workplace Bullying

- 37% of US workforce, 54M people, experience bullying (ABC News, 10/09)
- 72% of bullies are managers
- 57% of targets are women
- 62% of employers ignore the problem
- 40% of bullied individuals never tell their employers
- 45% of recipients become depressed
- 21% of targeted men diagnosed with post-traumatic stress disorder
 (www.workplacebullying.org)
 (2007 Zogby International Survey of 7,740 US workers)