

# RAPPORT

THE MAGAZINE FOR NLP PROFESSIONALS

## Celebrate Life's Milestones! It's GOOD for You!

70<sup>th</sup> Issue



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# Celebrate Life's Milestones! It's GOOD for You!



The anticipation of reward helps us keep going.



By Eve Menezes Cunningham

**W**hen did you last take the time to celebrate an enormous accomplishment? What about a smaller achievement? How about all the little steps on the way to finishing a project? Or a seemingly tiny but scary first step on the path to an unknown destination?

It may seem self-indulgent but celebrations, tiny and triumphant, not only help us feel good while we celebrate but, if we do it often enough, condition us in a way that motivates us to accomplish more in the future.

Whether it's taking a break after meeting a deadline with 30 minutes of TV or (when travel becomes safe enough again) a holiday to celebrate the completion of a four-year course, the anticipation of reward helps us keep going.

It creates dopamine, a feel-good chemical associated with rewards. The more we create, the more intensely we crave the next hit. While, unfortunately, this is a factor in addictions, we can use the knowledge about how we're wired to create and maintain healthier habits in a way that makes celebrations an everyday part of life.

## Happy 70<sup>th</sup> issue, Report Magazine!

Wow. Seventy issues! I was delighted to join the editorial team in the early

days and have, I think, written for every issue since 2007, deepening my own knowledge of NLP and having the privilege of interviewing an amazing range of famous and less known but just as inspirational souls.

When we take the time to celebrate birthdays and anniversaries as well as other events, we end up reflecting on how the process (be it a small project or watching your child turn 21 or graduate / become a parent etc.) has changed us. How, at times, it was fun and at other times, we had to dig deep to carry on.

This may be through gathering coursework and rereading old essays, or selecting photos of your child from babyhood to becoming a parent themselves. It may be a wedding or anniversary and you, through the act of celebrating with a simple meal or full-on party (pandemic permitting), remembering falling in love and overcoming challenges to create a strong partnership.

Celebrations can be simple, where you take time to do something for yourself, or communal, where lots of people are involved. It might be free or something that you need to save up for over time. Either way, it's about honouring your efforts and accomplishments. In the case of birthdays, your mere *presence* on the planet becomes celebration-worthy (in whatever way feels good for you).

## Solitary celebrations

If you're tempted to write off the idea while we're in lockdown after lockdown, get creative. It might be dessert after dinner, or an indulgent Yoga Nidra (a guided relaxation) after your physical yoga practice. Studies show that Yoga Nidra increases dopamine by up to 70%. It not only feels relaxing and indulgent in the moment but aids the creation of dopamine, enhancing that feel-good factor and boosting your motivation to do more yoga.

## Schedule in some celebrations

Think about your month ahead and write a list of all the things you'll be accomplishing.

Now allocate each an appropriate level of treat and make a note of each next to the task. How do you feel as you anticipate each reward?

It's important that you keep your word to yourself so your brain chemistry literally learns to anticipate each reward – not necessarily knowing when it's coming but that you will honour it.

Some may not be possible while the world is on pause but anticipating the loved ones we'll see again and places we'll go will make our eventual hugs, celebrations, parties, meeting new people, returning to loved places and exploring new ones even sweeter. ■

**Eve Menezes Cunningham:** Access Yoga Nidras and other free resources as well as information about Eve Menezes Cunningham's book, *365 Ways to Feel Better: Self-care Ideas for Embodied Wellbeing* (White Owl, 2017) and self-care coaching, therapies (including NLP) and supervision for multiskilled therapists and coaches at [selfcarecoaching.net/more-mind-body-practices-for-self-care](https://selfcarecoaching.net/more-mind-body-practices-for-self-care)

# ANLP – A Model of Fellowship?



By Ian McDermott and Robert Dilts



**The ANLP team is clearly doing something right because other parties with no interest in NLP have acknowledged a level of excellence in their activity.**

**S**uppose we were to tell you about an organisation that has successfully championed the contribution that NLP can make personally, professionally, individually and organisationally; has published a professional journal since 1985; has established internationally acknowledged standards and has run a longstanding annual international conference. Would you be interested in understanding the secret of its success in terms of its influence and longevity? We certainly were and, given that this is the month of the NLP International Annual Conference, it seems a fitting time to share our thoughts with you about some of the key success factors that have made this possible.

In this article, we want to look at how this organisation functions and has been able to sustain its role for such an extended period of time. This offers a

unique opportunity for us as modellers to examine some of the 'differences that have made a difference' between ANLP and other similar NLP organisations that have faltered or disappeared.

The **Association for NLP** was first founded as a membership body in 1985. As with many institutions that have stood the test of time, ANLP has gone through ups and downs and a number of iterations. It went through a major transformation between 2005-2008 when current CEO Karen Falconer converted ANLP into a Community Interest Company (CIC).

In 2009, ANLP was awarded *Small Business of the Year* at the Hertfordshire Business Awards. Last year, ANLP won the UK Enterprise Award for *Best UK Community Interest Company for 2020*.

So, from a modelling perspective, the ANLP team is clearly doing something right because other parties that have no particular connection to or interest in NLP

have acknowledged a level of excellence in their activity. After all, the awards listed above are not specifically about NLP (content) but how you do what you do for your community (process). What has brought about this exceptional level of performance?

## **A fellowship mindset**

One useful way of understanding some of the more subtle elements of success is to look at the vision of the core team members and the strategies they apply. We perceive ANLP's success as in no small part due to a trend towards what we have referred to in previous articles as *intentional fellowship* and a fellowship mindset. Here is why this makes a difference.

Fellowship is a type of generative collaboration that comes from sharing a higher purpose that brings out the best in us as individuals. A fellowship

mindset includes both self-responsibility and caring for the collective. It is characterized by attitudes such as:

- Knowing that everyone's participation and contribution matters to the team / organisation /community, etc., however small it may be.
- Being clear on what is important and being willing to take the risk to speak up and stand up for what matters.
- Keeping one's word and commitments.
- Being completely committed to staying congruent with core values and 'walking the talk', come what may.
- Being confident enough to admit that one does not always have the answer, and that we may be uncertain or mistaken.
- Welcoming the ideas of others and believing that they are more capable in some areas than we are.
- Being open to explore, experiment and learn in order to achieve important collective goals.

We have observed ANLP and its current leaders and team members consistently putting these elements of a fellowship mindset into practice in service of a bigger vision. The vision that has been driving ANLP and its mission is essentially 'If we can come together we can actually create a win-win-win for all parties involved in the association'. If you look at the history of ANLP, this vision has been a part of its DNA for a long time.

For example, one expression of this fellowship mindset in action in service of this vision is the annual *NLP International Conference*. For many years Jo Hogg was the organiser and moving spirit behind the conference. According to Jo, she felt that NLP was "something so important it had to find a way of happening and growing" because it would "make people's lives better and improve their well-being." She viewed the conference as a way of "bringing more people in and giving them more opportunities".

Thus, the organisation of the conference was driven by the vision of what NLP could contribute at its best. This vision for NLP was and remains bigger than any of the parties involved, including participants, presenters and organisers. At the most granular level, this shows up in the financial structure of the conference:

- Participants pay a nominal fee to get exposure to a wide array of selected international trainers, developers and presenters.
- Presenters do not charge, but have a free platform to share their developments and gain visibility.
- Organisers, who put in an extraordinary number of hours to make the entire event run, (hopefully) receive financial recompense as well as experiencing pride and pleasure in bringing people together.

## Creating a contributive context

This structure serves to support what we call a *contributive context*. Creating such a contributive context is at the heart of intentional fellowship and is a concrete application of a fellowship mindset. There is an illustrious tradition of creating such contexts. The tradition of the 'creative conference' – such as the Solvay Conferences that fostered modern physics, and the Macy's Conferences that spawned the field of cybernetics – is a powerful example of how a fellowship mindset drives the evolution of human activity.

A conference can establish a creative and collaborative context out of which initiatives can emerge. A good example of this is what has now become known as the *NLP Leadership Summit*. The idea for the summit emerged out of the 2011 NLP Conference, and the first formal NLP Leadership Summit gatherings started during the 2012 NLP Conference.

Thus, the combination of a bigger vision with a fellowship mindset is particularly generative. While the fundamental principles and purpose remain unchanged, there can be many evolving manifestations.

Another has been the establishment of the *NLP Awards* as a way to support deepening the contributive context. The purpose of the awards is to acknowledge the contributions that individuals have 



**This gathering of 'mentors' has become an important resource during the inevitable challenges of running an organisation.**

made through the application of NLP tools and principles to such areas as education, health, business, etc.

Now, things don't always work as anticipated and need to be adjusted. In response to feedback, some of the awards have been rethought. This is the TOTE model in action (Test-Operate-Test-Exit). Having a fixed goal and variable means of achieving it is an indication of both the health and intelligence of an individual, team or organisation.

We are constantly adjusting to extraordinary circumstances. A fellowship mindset helps us to make appropriate in-course corrections while keeping the mission in mind and our 'eyes on the prize'. Accomplishing this involves the ability to purposefully gather together people who share a collaborative mindset. This is why we call it 'intentional' fellowship.

An example of this was Karen Falconer's creation of the ANLP *Council of Generative Wisdom*. The idea for the council arose from "modelling many different ancient cultures who sought the collective wisdom of their tribe in order to serve their tribe better". As Karen explains, "When we need to ask advice, sound out some ideas,

get an ear that listens and a mouth that speaks with compassion, understanding, wisdom and honesty, we have people we turn to without hesitation." This gathering of 'mentors' was not crisis-driven yet has become an important resource during the inevitable challenges of running an organisation.

When the COVID-19 pandemic hit and forced the cancellation of the 2020 in-person conference, Karen called on the support of her 'council of generative wisdom'. The result is the upcoming online 2021 conference, which will implement a number of innovations to honour the vision of collaboration and creative sharing that has been at the heart of the conference since it began.

### Conclusion

Practical skills are necessary to run an effective organisation, but they are not sufficient. Without a driving vision and creative collaboration those skills lack proper direction. And that's where a fellowship mindset comes in.

As we have seen, some of the key success factors behind ANLP's influence and longevity include:

- A vision about being in service of something bigger.
- The mission spawned by the vision is implemented through a fellowship mindset.
- This fosters a contributive context that supports ongoing course-correction and continuous improvement.

In the words of Karen Falconer, "I assume that the vision for the NLP community is for NLP to be making a difference in society. Our mission – i.e., the part we play in making that happen – is to be the global flag bearer for professional NLP. We stand alongside all the other collaborators in our field who are playing their part to make that vision a reality."

We congratulate ANLP for taking on the mission of being a 'global flag bearer for professional NLP' and we look forward to seeing you at the next conference – virtual, of course! ■

**If we can come together we can actually create a win-win-win for all parties involved.**



**Ian McDermott** is the founder of International Teaching Seminars which this year celebrates its 30th anniversary. Ian pioneered the integration of NLP and coaching and is now doing the same for NLP and neuroscience. He has trained a generation. His work focuses on five main areas – innovation, entrepreneurship, legacy, leadership and collaboration. Nowadays he spends much of his time advising senior leaders.

**Robert Dilts** has a global reputation as a leading developer, author, coach, trainer and consultant in the field of NLP. He worked closely with NLP co-founders John Grinder and Richard Bandler at the time of its creation. Robert pioneered the applications of NLP to education, creativity, health, leadership, belief systems and the development of what has become known as 'Third generation NLP'.

# The 2022 Conference ... Still Going Virtual ... And Here's Why...



There will be many conferences and seminars around the world that will revert back to in-person or hybrid events over the next 18 months. In 2019, we had attendees from 37 countries come together for our conference.

The NLP Conference Team has thought long and hard about the financial, environmental and health and safety aspects of what an in-person event will look like in 2022.

COVID-19 is here to stay and even with widespread vaccination reducing the impact of the virus, it will still be contagious and still have a 'flu-like effect on whoever contracts it. The speed of the global vaccine rollout is still unclear. Our duty of care is to reduce any potential risk to our attendees and our team. So we have had to make some considerations.

## Financial impact

It is likely that the world will still be recovering from the effects of 2020 and the ongoing COVID debt that has been stacked up by governments, companies and individuals alike. Someone has to pay for the support given and this may take the form of increased taxes, lower salaries and higher unemployment. The appetite to pay a higher price for an in-person conference ticket may not be as much as we need to put on a great event.

## Travel

Whether you are in the UK or from overseas, alongside travel costs to attend the conference are the associated costs of local travel, hotels, restaurants and other wonderful temptations that some may not be able to afford. We also have to consider the potential that some countries may not have introduced a full vaccination programme and travel restrictions may still be in place.

## Health and safety

A room full of 500 people or more is our aim for the next in-person

conference. No insurance company will cover us (or any other small business) for communicable diseases. We want everyone who attends the conference to be safe and well before, during and after the event. Our programme is built on the best international NLP speakers in the world. If they are unable to travel or become ill immediately prior to the conference, if delegates decide that they do not want to travel for health reasons, if our volunteers are less willing to support us in-person... There are a number of risks to consider that are uninsurable (as we found to our cost last year).

## Feedback

We contacted the Radisson Hotel (our conference partner for the last four years) to discuss our dilemma. The general manager supported our thinking and confirmed that many of their international clients have already said that 2022 for an international in-person conference of that magnitude is still too soon.

## So, we came to the conclusion that...

The 2022 NLP Conference will, again, be virtual.

With so many variables outside our control and knowledge, and finances and costs to consider for all participants, our duty is to serve the NLP community in the best way we can to support them. Our goal is to empower as many people as possible to participate in the conference, make it affordable and accessible and ensure all our potential delegates from around the world remain safe and well.

So we look forward to holding the virtual space for the NLP community to come together in May 2022 and support each other through camaraderie, collaboration and creativity. ■



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## ANLP News

### Community cafes

Zoom became our favourite friend in 2020 – and ANLP was no exception! We now open our Members' Community Cafe on Zoom every Monday evening at 18:30 GMT (except on bank holidays). Come and join us to connect with the ANLP team and other members of the ANLP community.

Trainers and accredited trainers also have an exclusive meeting space on the first Thursday of every month for an hour.

Both community chat spaces have generated new friendships, new ideas and collaborative partnerships so again, these have become a permanent fixture for 2021.

...and a later addition to these two regular events is the monthly Membership Q&A sessions, which have been running since October. ■

### Elevating NLP

As the global flagbearers for Professional NLP, ANLP continues to focus on elevating NLP's status. This year, those efforts have included:

- HMRC accepting ANLP membership fees as a professional subscription
- Partnering with *Wellbeing* magazine to get more NLP articles out to a wider audience
- Collaborating with the 'Talking Circle of Associations' to further best practice in NLP
- Getting the job title 'NLP Practitioner' reclassified through the SOCext (Standard Occupation Classification Extension) project ■

# Taking Care of Those Who Take Care of Others



By Michael Dunlop, Leanne McCafferty and Lynn McKeown

**I**n 2020, the world changed.

As the pandemic swept across the globe, words and phrases like 'Coronavirus', 'Covid-19', 'social distancing' and 'lockdown' became all too familiar.

Amid the fear and the panic, the worry and the anxiety, our normal routines were disrupted in ways we couldn't have begun to imagine just a few short months before.

The pandemic and our ongoing efforts to respond to it have cast a sharp focus on who and what is really important in our lives: connections, relationships and all those crucial but often undervalued elements that turn out to be the glue that holds us together.

As case numbers rose, the seriousness of the crisis became clear and 'frontline' images of ICUs and hospitals under pressure filled our screens, we also realised just how important the roles of those who take care of and look after others really are.

Yet hospitals are not the only frontline.

## The importance of the social care sector

There are over 49,000 people working in social care across Northern Ireland (hereafter, NI) alone, in a variety of roles and across a range of care services, in residential and day care centres, community facilities and in people's homes. Their role is to help vulnerable people to manage their daily activities and to live as independently as possible.



As one social care worker put it: "People work in social care because they want to help other people and make a difference, they want to enhance people's experience of life, they want people regardless of who they are to have a good quality of life."

When the pandemic hit, while it may well have felt for many of us that the world had come to a standstill, for the social care workforce it was and has been a very different story: "When we had our first case we didn't think it was possible, we didn't think it was actually going to come to us so quickly. You could see how frightened everybody else was and you're trying to stay strong for them and be pragmatic about the whole thing and trying to reassure them, and that complete and utter internal fear that people were going to die, and you were going to be responsible."

A study by The Institute for Public Policy Research (IPPR) suggested that over a fifth of health and social care workers indicated they would consider leaving the profession, reflecting a trend in Italy and China where healthcare workers are leaving the profession as a result of their experiences.

As noted by the NI Assembly Research & Information Service (<http://www.niassembly.gov.uk/globalassets/documents/raise/publications/2017-2022/2020/health/3420.pdf>): "Health and social care staff in particular have been identified as being under both physical and psychological pressure and the wellbeing of staff is at an all-time low, characterised by high rates of mental illness, burnout, overwork and poor staff morale... As a result, protecting the wellbeing of staff has become a central component of the global public health response to the crisis."

The Northern Ireland Social Care Council (NISCC) is the regulatory body for social care in NI and their role is to protect the public and safeguard people who use social work and social care services by setting standards for good social care. Their work helps to improve quality and outcomes for people who use social care services and they have developed a culture of collaboration and partnership working that is often considered an example of best practice in the NI public sector.

A number of NISCC's Senior Leadership Team have attended the NLP-based leadership programmes that we deliver with the NI Chief Executives Forum. Having experienced the benefits of what NLP can offer, they had already begun to explore the potential for bringing NLP training to both the NISCC staff team and the wider social care sector with a particular emphasis on helping people to develop their own resilience and wellbeing.

And then the pandemic hit.

**As the seriousness of the crisis became clear we realised just how important those who take care of others really are.**

Northern Ireland



**"I think everyone could benefit from stopping to think about what is happening around us."**

### Overcoming challenges through collaboration and partnership

Both NISCC and the Department of Health in NI recognised that the onset of the Covid-19 pandemic presented a unique and challenging situation. They understood that the social care workforce would be delivering services in a rapidly changing environment and required access to learning that could support them, which could be easily accessed whilst on the go. NISCC stepped up to the plate by reaching out to partners and collaborators to develop as quickly as possible a suite of online learning resources that could do just that.

"Mairead and I were having a conversation about what this whole thing might mean for people and their wellbeing. So, we thought about the workshops that you were planning to deliver for us on NLP and wellbeing and whether these could be adapted into a digital learning zone resource. We discussed this with the team and then approached you to see if this was possible." (Meta Keenan Work Force Development Team, NISCC)

At OR Training and Personal Development Ltd, we felt hugely privileged to be asked to partner with NISCC in developing the resource at such a critical time to such an important workforce.

For us, it was crucial that we delivered content that was practical and made a difference for social care workers. As Health Education England (among many others) has noted, while resilience is an important skill that we all need to learn in life, traditional individual resilience approaches can sometimes become a way for systems and organisations to abdicate responsibility and staff wellbeing initiatives too often fail to live up to their promise. The focus is shifting to helping staff develop their own self-efficacy, or their ability to choose how best to respond to challenges and then take effective action to meet them.

We see the core skills and approaches of NLP as self-efficacy in action and we wanted the resource to reflect that.

As a team we realised the great strength and support we had in one another. The brief was to create and produce bitesize learning, which was easily absorbed, engaging, with practical tools, offering NLP to people in a visual, concise and useful way.

We second- and third-positioned our target audience to work out what was right for them and created a variety of resources to be as engaging as possible. We spent more than a few sleepless nights in front of computer screens typing, creating and editing videos, audio recordings, info graphics and who could forget, the infamous Zooming!

We also had the benefit of our partnership and fantastic working relationship with the NISCC team to draw from and their expertise on creating learning resources that engage the people they support and know so well: "The people that we work with, they see what it is we are trying to do and they're committed to it for the sake of the frontline workers as well, so we are actually working with people who are coming from the same ethos and philosophy as ourselves and I think that's very important." (Meta Keenan WFD NISCC).

### Resilience and wellbeing for social care workers

The completed resource went live on 20<sup>th</sup> May 2020 and you can check it out for yourself here: <https://tinyurl.com/ffh69yoc> To



date it has been accessed by over 3,500 users who were asked to complete feedback:

- 92% agreed that the learning resource will help them in their social work / social care role/studies.
- 89% agreed that the content they worked through has been useful.
- 95% would recommend this resource to a colleague.

Comments included:

*"I was particularly impressed by the short videos with invaluable tips. Presentation was superb."*

*"Encourages self-awareness, reflection and the need to be aware of others and flexible in your practice when working with adversity."*

*"I think everyone could benefit from stopping to think about what is happening around us and what we can do to change what we do and how we do it!"*

*"Resilience and Wellbeing for Social Care Workers contains some really useful tools and resources to help SCW cope with these difficult times using key elements of NLP. This should be a compulsory element for social care workers, regardless of the current pandemic. As a trainer, especially at induction, I always refer staff to this module on the NISCC website and encourage staff to complete it."*

While we were confident in the benefits that NLP could bring, we could not have imagined at the start of the journey the positive impact that the resource would have for so many or that, alongside NISCC and their other partners, we would go on to win a prestigious European Social Services Award for 'Outstanding Team' in December 2020.

We really can't thank the brilliant team at ANLP and the wider NLP community enough for all your help and support, too. For all that we each bring our own unique experiences to this amazing field, ANLP is the place where we can all come together and their encouragement, advice and guidance throughout all of this has been invaluable.

We are now partnering with NISCC and The Chief Executives Forum to explore their excellent work in collaboration and partnership working. As a team we are also building on the resilience resource in order to support colleagues and organisations in health and social care and the wider public sector. More than anything else, it has reminded us yet again of the importance of relationships, building connections and the importance of taking care of those who take care of others.

As Helen Keller said: "Alone we can do so little; together we can do so much." ■

# TPP (Trauma Perceptive Practice) & NLP (Neuro Linguistic Programming)

## A Powerful Combination to Drive Better Outcomes for Young People in Essex



By Emma McNally



Essex County Council

**E**ssex County Council (ECC) wanted to explore innovative ways in which to support staff working in young people's supported housing to build their organisational and staff resilience, thereby strengthening relationships with young people and delivering better outcomes for them.

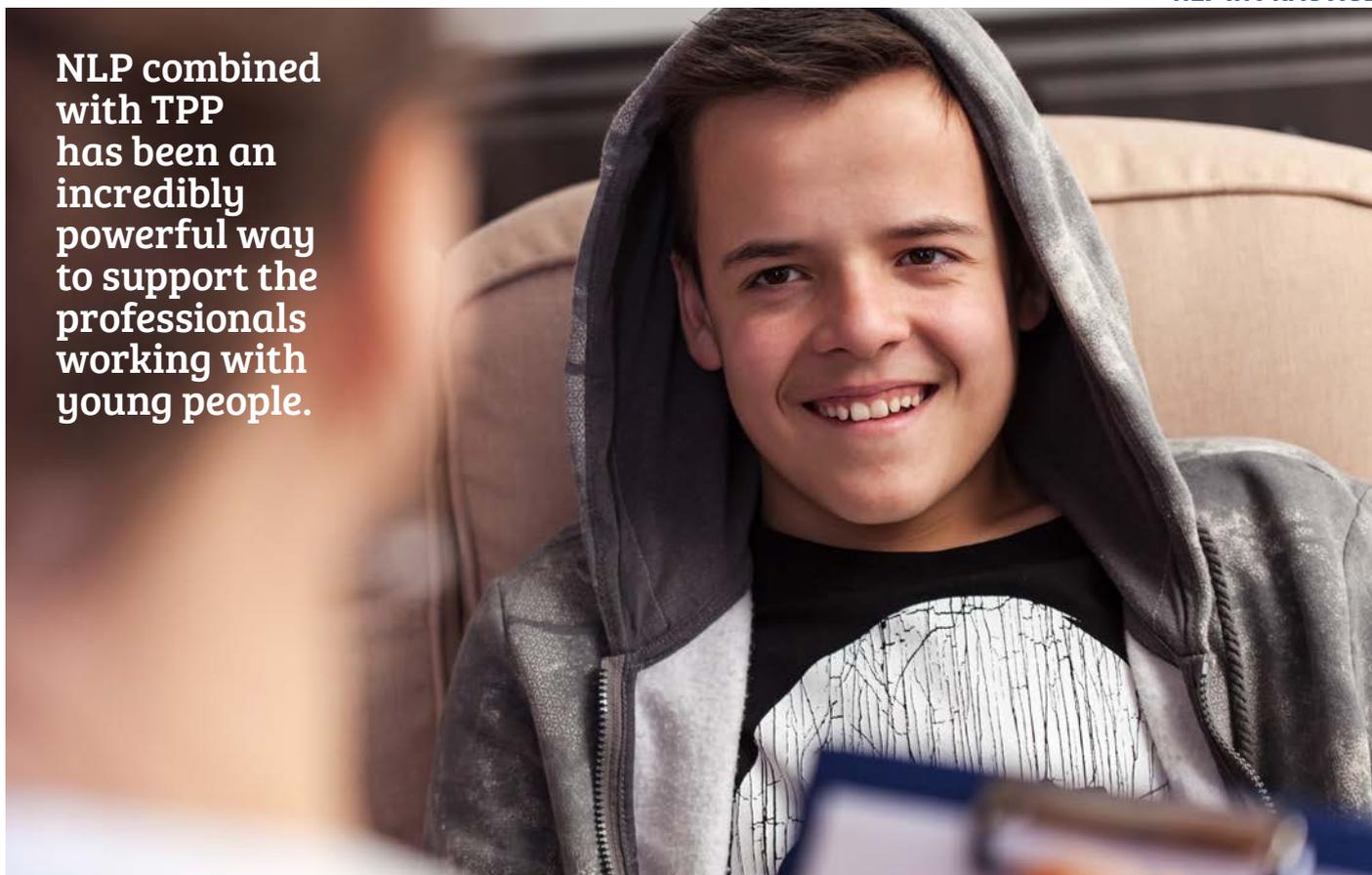
These staff are working with young people who are transitioning into independence. The young people are either leaving care or have become homeless because of family breakdown. This means that staff in these settings are often working with young people who have experienced Adverse Childhood Experiences (ACEs) such as neglect, parental mental health problems, addiction or abuse. These manifest in multi-faceted complex needs and risks and the research is clear: without the right protective factors to act as a buffer, these young people become vulnerable to child criminal exploitation, unhealthy relationships, behavioural difficulties, risky behaviours, addictions, and emotional and mental health needs.

### TPP and NLP offers a holistic approach to support the emotional wellbeing and mental health of young people.

The research also tells us that if children and young people have consistent experiences of being safe, healthy, active, nurtured, achieving, respected, responsible and included, then they will develop the skills and brain systems that provide resilience to stressors. Even children and young people who seem to be 'okay' need to experience consistent positive relationships in order to be able to cope in the future. Similarly, we cannot assume that children and young people in particular groups are more or less vulnerable to adversity and trauma and their effects – these things can affect anybody and can often be hidden from view and it is important to remember that children and young people are



**NLP combined with TPP has been an incredibly powerful way to support the professionals working with young people.**



more than what has happened to them; they are more than just their trauma.

As professionals supporting vulnerable people, we have a duty to foster the possibility of wellbeing and building resilience. Whilst the question of “What’s happened?” is more helpful than “What’s wrong?” we must also remember to be curious to look for the strengths and to ask “What’s right? Where are this person’s strengths or what is going well?”

The objective of the pilot was to trial an approach which would strengthen the ability of the workforce to provide a psychologically informed and safe environment for young people, and thereby to improve their mental health and social economic outcomes. There are a range of professionals involved in these young people’s lives so it was important to take a ‘whole system’ approach by including them in the co-production and design of the programme ECC was looking to commission. A series of design events were planned with ‘system’ representatives and taking into account what young people had told us were their experiences of living in these settings and being supported by the staff. From this, a model was developed, and the training package designed.

The programme merged the fundamental aspects of Trauma Perceptive Practice (TPP) and Neuro-Linguistic Programming (NLP). TPP is the approach that ECC uses to support schools and settings to understand behaviour, support emotional wellbeing and instil a common set of values and behaviours across school systems, policies, procedures and school staff approach.

This combination provided the psychology behind brain development and understanding the stress response with the practical application of applied neuroscience and performance psychology to give professionals in the settings some practical tools to use within their workplace and with young people.

ECC commissioned Stephen Whitfield, Senior Specialist Educational Psychologist within ECC, and Emma McNally, NLP Trainer and Director at Achieve Your Greatness Ltd (NLP Training Company) to tailor a programme that would

be delivered late 2019 / early 2020 to all staff (including senior management) from across three young people’s accommodation provisions. ECC also commissioned an independent evaluator, Social Research, to design a robust evaluation that would evidence the impact of the programme.

### **The values behind CLICK**

The training was named CLICK to reflect the values of the programme: Connection, Learning, Inclusion, Compassion and Kindness. The theory of change for CLICK hypothesized that if staff in supported accommodation units could work in a more relational and trauma-informed way, this would positively impact on young people’s mental health and wellbeing which in turn would support them to have better long term outcomes. The theory of change also hypothesized that to do this, staff would need to understand and be able to have the tools to build and maintain their own resilience.

Compassion and kindness (instead of blame and shame), hope (instead of hopelessness), connection and belonging (rather than disconnection) are at the heart of CLICK, which was designed to enable:

- 1** Providers to review / revise their policy and practice through a psychological / trauma-informed lens.
- 2** The creation of psychological / trauma-informed physical environments in the accommodation units.
- 3** Staff to have the skills, knowledge, tools and techniques to maintain and build their own resilience and wellbeing, which is in turn supported by senior management.
- 4** Support for the interventions with the young people (one-to-one and in groups) to be built on best psychological / trauma-informed practice, including sharing with young people techniques for resilience and emotional wellbeing.
- 5** Evaluation of the impact of the CLICK training, drawn upon the PIE framework (2018), the development of which has been led by Robin Johnson and which is described fully on the PIElink website ([www.pielink.net](http://www.pielink.net))



▶ The framework of what it is to be a psychologically informed environment in homelessness services has been evolving for over ten years, with the concept of a PIE originally developed by Robin Johnson and Rex Haigh as part of the Royal College of Psychiatrists' Enabling Environments initiative. In 2012, the Department for Communities and Local Government issued specific guidance on PIE for homelessness services (Keats et al, 2012), and the PIE framework at that time gave five key areas to consider when developing PIEs:

- Developing a psychological framework
- The physical environment and social spaces
- Staff training and support
- Managing relationships
- Evaluation of outcomes

The programme was designed to work at a culture level to deliver the shift to the important values of compassion, kindness, hope, connection and belonging for informing policy and practice. It also supported changes in processes and attitudes by providing practical tools from NLP to enable these key workers who support all young people both now and in the future to have better outcomes.

CLICK is unique in that it brings the two practices of psychologically evidence-based trauma-informed theory and practice together with NLP – both were equally important to ensuring the right response was developed for the needs of staff and these young people. The collaboration between TPP and NLP quickly evidenced the benefits of bringing these two approaches together, offering a holistic approach to support the emotional wellbeing and mental health of both staff and young people.

The pilot has been independently evaluated and found that:

- All five areas of the Psychologically Informed Environments (PIE) framework evidence that the CLICK training has had a positive impact, and that there is a ripple effect as they share their learning with others.
- There is strong evidence that front-line staff in particular are feeling more confident and empowered with the knowledge and techniques they learnt on the training.
- There is also strong evidence from both front-line support workers and managers within accommodation providers that the training reinforced the importance of good staff welfare

and encouraged practical ways of putting this into practice.

- Managerial level staff who attended the training gave numerous examples of where they had seen their front-line staff adopting new approaches, and trying techniques from the training, which had a positive impact on the young people.
- Evidence of a change in approach to challenging incidents and a more flexible and less formal and less punitive approach since the training.
- Evidence of staff teams becoming more united in their approaches towards the young people, more reflective, more questioning and analytical, and also keen to share the learning they'd received with other colleagues.
- Evidence suggests that the ability of staff groups (senior managers and / or directors of the participating organisations attended, as well as operational managers and support workers) to discuss and reflect together within their organisations was one of the contributors to the sustained changes that have been observed.

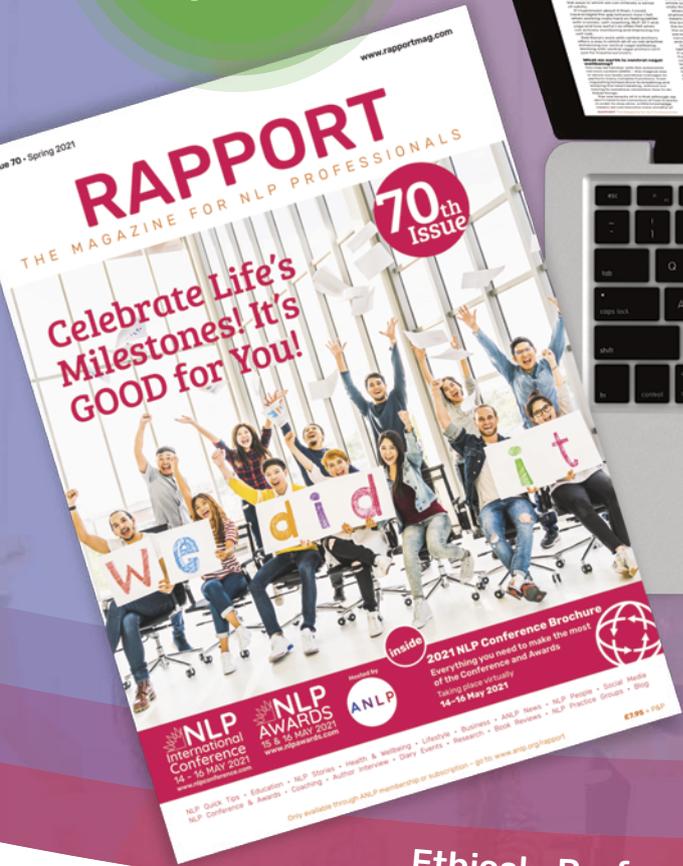
Clare Burrell, Head of Strategic Commissioning and Policy at ECC, said, "CLICK has been evaluated to demonstrate that TPP and NLP can be a powerful combination of approaches to effect change across organisations, resilience of staff and outcomes for young people. It has been so successful there are plans to roll out the training to our own staff and the first cohort is already underway. We are also embedding this approach within our commissioning practice."

Stephen Whitfield, Educational Psychologist and Strategy Lead, said: "It is always helpful to be able to complete pilot programmes in order to inform the ways forward. The feedback received shows that this innovative approach was well received and has the potential to continue to make a difference to the workforce and to young people."

Emma McNally, NLP Trainer and Director at Achieve Your Greatness, said, "I was thrilled to be part of this incredible pilot and delighted with the research evidence. NLP combined with TPP has been an incredibly powerful way to support the professionals working with young people as well as delivering positive outcomes for the young people of Essex. To be able to share some practical tools to help make these professionals' lives easier, as well as to help young people in this way, has been fantastic." ■



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