

# CONDUCT CHANGE IMPACT REPORT



2020  
/ 2021

# Welcome!

Conduct Change was established as a business with a social purpose: to change conduct and behaviour in workplaces to prevent workplace bullying through advocacy, campaigning, research, education, awareness raising, and funding programmes for those individuals who have been financially disadvantaged as a result of workplace bullying.

The work is supported by an Advisory Board of experts and influencers, and a dedicated team of Ambassadors, all of whom give their time freely and are owed an enormous debt of gratitude. The Advisory Board was instrumental in drawing up the statement of intent (see below) to set out our commitment to our social purpose.

Three strands represented the initial work: supporting individuals to move on after experiencing workplace bullying; identify and close the gaps in UK legislation which will influence changes to current practice in the workplace; and building a community of employers undertaking behavioural change to at their workplace.

The extraordinary working environment of 2020-21 gave us the opportunity to revisit our business model, and the decision was made to split the work with businesses from the campaigning, research and awareness raising, and also the support for individuals.

Conduct Change Ltd continues to provide consultancy, training and coaching to businesses to transform behaviours and culture.

The Conduct Change Foundation, our new charity, now delivers all of the remaining work, advocating for change to approaches and lobbying for change to legislation; research, awareness raising, and delivering the Moving On programme.

We've come a long way, but there's still a very long way to go!

*Nicki*

Nicki Eyre, Founder of Conduct Change & Conduct Change Foundation

# Statement of Intent

**Our mission is to end workplace bullying through the development of meaningful prevention activities for organisations and the implementation of effective routes to redress for individuals.**

The Foundation aims to achieve this by raising awareness and seeking formal recognition of workplace bullying as a problem that injures individuals and damages organisations. We will work with employers through researching preventative programmes and sharing advice, and providing support for individuals who are struggling to move on.

The law does not provide sufficient protection or redress for people whose employers let bullying go unchecked, making the process of seeking legal remedy in these cases unduly complex and arduous. We will work with lawyers and legislators to identify and close the gaps in legislation.

Workplace bullying is a problem that calls for collective action, beginning with courageous and open conversations about the impact of bullying on both individuals and organisations. We will work with and support organisations with this common purpose at heart, and we call on business leaders to engage with us to create safer working environments for everyone.

# Our Milestones of 2020/21

## 2020

3 x Moving On Programmes  
Completed



## Nov 2020

First UAWB Conference



## Nov 2020

Ben Cohen  
StandUp Foundation  
*Educational Institute of  
the Year* award



## 2021

4 x Moving On Programmes  
Completed





**Jan 2021**

Legislation Working Group  
Set-up



**May 2021**

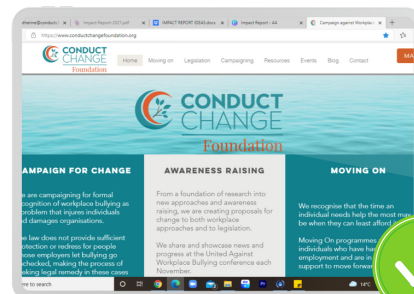
Charter for Change  
Launched

Behavioural  
Risk  
Management



**Aug 2021**

Conduct Change Foundation  
established



**Sept 2021**

Legislation Proposal Drafted

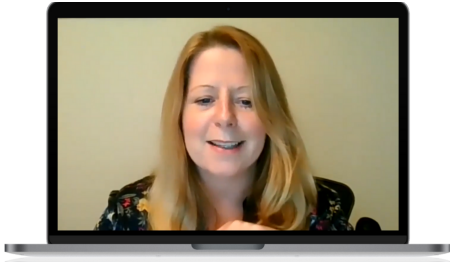


**Nov 2021**

UAWB Conference 2021



# Call to Action 2020



**After last year's conference, we promised to follow up on these actions:**

## **Keep the profile of workplace bullying high**

- Delivered consultancy, intervention coaching, workplace bullying prevention workshops, emotional intelligence coaching and psychological safety assessments to businesses,
- Participated in a range of podcasts and webinars throughout the year
- Social media campaign and events as part of international Workplace Bullying Awareness Week in October 2021.
- Nicki Eyre also sits on the Bullying and Collective Action working group for the TV and Film Charity's Whole Picture Programme.

## **Working Group for legislation**

- Working group for legislation established
- Experts have provided the guidance needed for us to present a proposal at the 2021 conference.
- A lobbying campaign will be taken forward by the Conduct Change Foundation

## **Create a hub of specialists/experts**

It was proposed that we create a hub of specialists/experts that can offer advice and support across different sectors. The Hub could also work with regulatory bodies and professional associations to help them establish sector specific behavioural standards and frameworks for support. There is also a particular need to find routes to support freelancers/contractors. This work is still in development.

## **Influence change to current practice and to shift mindsets to resolution through prevention and early intervention.**

- Promoted moving to a prevention and early resolution model.
- Developed the Charter for Change and the 3Rs of Dynamic Conduct Change

## **Annual conference**

The conference is now set up as an annual event, and the 2021 conference will run from 16-18 November, during the UK's Anti-Bullying week.

# What's next?



Conduct Change Ltd will grow the business by building partnerships, both nationally and internationally. It will continue to support businesses through:

- Charter for Change - our flagship programme
- Bullying Awareness and Prevention workshops and e-learning
- Intervention Coaching
- Emotional Intelligence assessments and coaching
- Psychological safety assessments and training
- Keynote Speaker & webinar programmes
- Development of a specialist hub with trauma informed experts

The purpose of the Conduct Change Foundation will be to offer advocacy, campaigning and awareness raising about workplace bullying, including:

- Lobbying for legislation change
- Campaign for change to approaches
- Research into effectiveness of interventions
- Awareness raising including through the annual United Against Workplace Bullying conference
- Delivery of Moving On programmes & training more facilitators
- Keynote Speaker
- Webinar and podcast engagements



# Leeds Women's Aid Case Study



## About Leeds Women's Aid

Leeds Women's Aid (LWA) is an independent charity, formed in 1972, providing services to women and children affected by domestic, sexual & honour-based violence and abuse; forced marriage; trafficking; stalking and harassment; and to women and girls with complex and multiple needs, along with being a voice and leader in women's centred work.

*Since 2017 LWA has trebled in size, merged with another organisation and been successful in winning large contracts and securing additional funding, becoming the largest women's charitable organisation in Leeds.*

## LWA Challenges

### 1) New project implementation.

New practices and functions needed to be developed in response to user requirements, eg online live chat and digital process implementation.

### 2) Covid-19.

The impact of the pandemic put pressure on workload. With furlough, homeworking and some employees on site created different pressures, perceptions and assumptions that impacted on staff wellbeing and motivation.

### 3) People and culture.

The merger of different workplace cultures, a TUPE process and varying employee expectations meant that the organisation needed to take a proactive approach to prevent friction and conflict arising which could have led to behavioural and conduct concerns.

### AVECO Expectations

**acevo**

Charity Leaders Network

The Association of Chief Executives in Voluntary Organisations (ACEVO) set out clear expectations that there is:

“

*“an absolute requirement for charity leaders to put in place robust and effective systems for internal leadership and management to identify, report, investigate and deal with misconduct, and to remove wrongdoers.”*

”

## Working with Conduct Change

Following a Behavioural Impact Assessment, Conduct Change commenced a consultancy programme appropriate for the context of LWA. This included the development of a customised behavioural framework that aligned with the organisation's values, the implementation of research based initiatives, tailored training to raise awareness and close skills gaps, as well as launching a pioneering Conduct Agreement across the entire business.



Leeds Women's Aid @LeedsWomensAid · Jun 3

This month our Leadership team start a Behaviour of the Month to demonstrate commitment to our values & evolving compassionate culture. June is Listen & Pause: Listen with intent to comprehend rather than with intent to respond. Call us out if we don't behave 😊 Want to join us?

### Leadership Behaviour of the Month – June 2021

#### Listen & Pause:

Listen actively with intent to comprehend *rather than* with intent to respond.

Listening is not the same as waiting to speak: Listen, Pause to reflect & thoughtfully respond.



**Every woman deserves  
To be listened to**

## Outcomes

- Positively impacted wider strategic plan, improved engagement, inclusion, and teamwork.
- Prioritised the development of a psychologically safe environment as the foundation for cultural change.
- Improved EQ awareness of Senior Leadership Team. Recognition that leadership behaviours have changed and given staff permission to hold them to account.
- Improved collaboration between trustees, managers and staff in considering how to relate values and behaviours in determining organisational goals and objectives
- Provided a 'spark' of excitement and a sense of togetherness throughout the whole organisation.
- CEO shortlisted for Charity Leader of the Year in the Charity Times UK Awards

## Leeds Women's Aid Feedback

*"I am not stating this too strongly but there is no way we would have done it or even realistically started it if it had not been for Conduct Change. We are much more together as a leadership team, everyone wants, and has bought into it. We have the tools to be able to change our own behaviour, which is where we need to start, and most of us didn't think we needed to"*

*".....a breath of fresh air"*

*"We have observed staff using positive behaviours in refuge with residents"*

*"The conduct agreement is BRILLIANT"*

*"...so valuable not only to me, but to the team and it will be to the whole organisation. Thank you"*



# Feedback & Testimonials

The best way to prevent bullying is to talk openly about it : how it affects us, how it affects others, how to raise it when it starts showing in a team, how to apologise, receive apologies and most important, how to move on. But it is not easy. That is exactly what Nicki does, with such grace and open heart, she makes it easy to talk about “hard things”. I strongly recommend her and her team to any company that wants to deal with bullying seriously or prevent it!

- Ina Kjaer, EOS Deal Advisory September 2021



There were moments when my thinking was really challenged, I could feel my brain changing. I appreciated the small group size that made it possible that everyone was heard. And I appreciated your guidance and caring reflection. Now I know what I need to work and understand better my part of the story is. It's still a road ahead for reaching my goal, the course plays an important role in my professional development.

Thank you.

- Moving On (anonymous) March 2021



Conduct Change has provided a life changing experience for me. When I came across the program I was at my worst from my experience. I lacked the resources in my area for even knowing where to begin. Emailing Nicki was the first step, and it opened a door to healing for me from that first day. The sessions and experience within the group setting was utmost professional and incredibly empowering. What I learned and experienced during our time provided me with valuable insights and knowledge to help me to move forward and begin feeling whole again. I could not be more grateful for Conduct Change and Nicki!

We need to spread the word for those of us who have experienced workplace bullying and harassment about Conduct Change. Here in the states resources are limited and laws lean towards the employer. However, with the right guidance and caring providers like Nicki we can find hope in the process and ourselves.

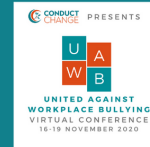
- Moving On (anonymous) May 2021



# Conference Feedback

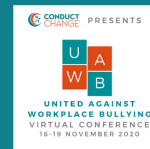
## Stories of Courage

"The videos were all powerful, and moving. The empathy between interviewer and interviewee was what made them work so well."



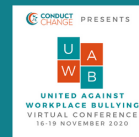
100% rated the conference as Excellent

"There were so many insightful speakers talking with knowledge and passion. It's hard to pick an individual highlight."



100% would recommend it to others

"UAWB conference 2020 was a wonderfully engaging, insightful, forward thinking live event. Paced very well. Empathic host and speakers. Cutting edge solution focused"



100% would attend another UAWB conference in the future

"Sad to see how the extent of damage to people was new to many. Great to see so many people who clearly 'get it' and a confluence of approaches."



100% strongly agreed that it provided the opportunity for presentation of important topics and instigated well-informed discussions

# Thank you to our...

## Conference Speakers



## Conference Storytellers



## Advisory Board



## Ambassadors

