

A stylized, high-contrast black and white graphic of a smiling face. The face is composed of thick, rounded lines, with the eyes and mouth forming a simple, joyful expression. The background of the face is filled with a repeating pattern of stylized leaves or petals, creating a textured, organic feel. The overall style is clean and modern.

Cultivating Success with the HEAD Gardener

04 September 2024



Who am I and why the HEAD Gardener?

- Nurse, People leader, Coach, Consultant, EY Partner, Potter, cricket scorer, cook, steam train enthusiast.... and 'gardener'!
- To create a wholly accessible way to achieve results at any scale. Going where people are not where you think they should be!

The underpinning principles

- People (and organisations) are 'living' and are either growing or fading.
- Paying attention to emotional intelligence, right brain activity, the neuroscience behind the power of the unconscious mind – the science bit!
- Combined into a model that works with how we respond to challenge, maintaining relationships, self-perception and expression with the needs of the service - and some hard work will bring success, joy and future growth.



Perspectives and lived experience

- When is a Bull ring a Bullring?
- When are garden allotments a garden of different minds at a conference?



..... ITS ALL IN HOW YOU SEE IT.....!



Residents Refuse
To Be Put In Bins

CHRISTMAS TREES



THIS WAY



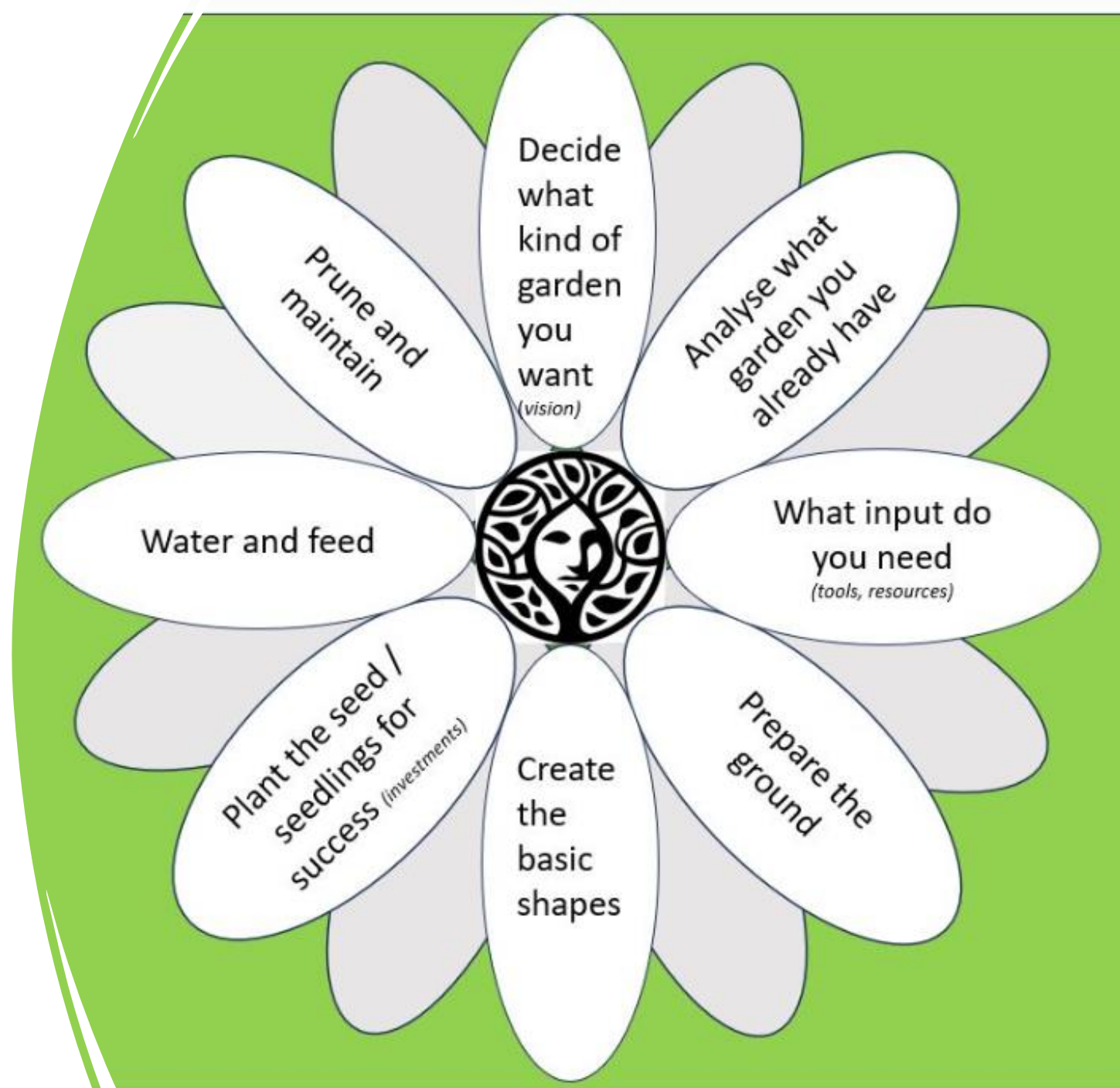
**DANGER
CHILDREN**



NOW MEET THE HEAD GARDENER...

8 petal HEAD Gardening Model

- **Decide what kind of garden you want** – the visioning, the idea of what the business will look like and the outcomes you are hoping to achieve, the product.
- **Analyse what kind of garden you have now** – undertake an assessment of the positive and negative attributes you want to keep or remove from where you are currently, and what is your 'climate'.
- Work out **what input you are going to need** (which gardeners' knowledge you will need, what tools will be useful) and what you have already.
- **Prepare the Ground** – including weeding out what you don't want and replanting, or for the compost, and adding hard landscape (boundaries, strategic objectives, requirements for the business).
- **Create the basic shapes you want to plant in and their purpose** (social area, productive garden, open areas for collaboration, and quiet reflection)
- **Plant the Seeds / seedlings / plants** for success – make the investment in ensuring that you are only putting in what you need and want and in the right places.
- **Water and feed** the plants (fertilizer) – investing in your teams, communications, giving support to those who need it the way they need it to grow.
- **Prune and maintain** the garden – regular check ins and course corrections to manage how the garden is growing.



Case Study: Occupational Health Service within the Royal Navy (Medical Services)

- **Outline of the Service** – 31,000 population needing workplace health assessments, surveillance, specific occupational specialist advice.
- **Problem Statement** – Unsure of the demand for services, waiting lists increasing, workforce decreasing, lack of accountability in the department, thereby not able to support operational effectiveness.
- **Task**
 - Phase 1 – to gather, collate and reflect back thematically issues and concerns (on infrastructure, culture and leadership).
 - Phase 2 – develop action plan on 3 areas: Discharging statutory duty, clinical delivery and Specialist Centre cross-cut by Demand for services, Primary Care & OM roles / responsibilities, Accountability & Leadership, Perception Engagement and Clarity, Upskilling, Mentoring & Education.
- **Intervention**
 - Working with petal 2, 3 and 4 to review current position and stakeholders and resources who will help / hinder
 - Facilitated petal 1 and 5 – plenary then workshop
 - SRO identification and specific role clarity – ongoing 1:1 confidence, competence and clarity coaching in place

Outcome

Action plan for Short/Medium/Aspirational timelines on each of 5 areas (with light touch coaching and support)

Clarity on what needed to be true for change?

Buy-in needed from leadership, seniors and staff that we need to take action achieve a better service for our serving personnel and our clinical teams to deliver this (this is not a 'nice to have' but necessity)

Listening - engage with senior SLT so we are listened to as well as listen

Commitment - commit and deliver, don't overcommit, be honest, help when others can't. Share tasks, teamwork.

Communication – plan with stakeholders, create through life comms plan,

Policy & Process – communicate changes and update these to facilitate the change rather than be constrained by them

Time – protect it, make it clear time needed for task,

Find **efficiencies** in ways of working we undertake now / different ways of working

So where else can you use HEAD Gardening?

Action Learning Sets
(Regional Medical
Directors)

Executive / Board
leadership
development,
succession planning
and 1:1 coaching

Train the HEAD
Gardener Model - use
in teams / departments

Transition coaching –
incoming or outgoing!

Change coaching
(within a project)

To support
neurodiversity &
inclusion conversations

Questions and Thoughts

What would you like to talk about?

Observe?

Ask?

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