

# a JHK case study



## A Probation Trust Achieves All Objectives with Mental Toughness

### The Client

Last year one of the UK's leading UK Probation Services gained Trust status and underwent radical organisational restructuring. As a result six existing Assistant Chief Officers (ACOs) were promoted to Director roles.

### The Requirement

The role of Director was widely acknowledged as challenging, and in order to succeed the six ACOs required the development of new skills and qualities. A Mental Toughness development programme formed part of this identified development plan.

It was paramount that the programme dramatically improved the new Directors' abilities to tolerate uncertainty, and to recognise and act on difficult decisions whilst being directly accountable. Developing innovation and a more entrepreneurial attitude within a balanced but restrictive organisational culture was also important.

### The Solution

MentalToughnessJHK delivered the especially devised Mental Toughness programme which consisted of a range of measureable stages:

- An initial 10 minutes Mental Toughness
- Four results reports to demonstrate current levels of Mental Toughness and further 1:1 information gathering to define specific components of the development programme
- An interactive training day including a range of MT frameworks, exercises, discussions and education and techniques
- Feedback of report and development of coaching goals
- 1:1 coaching sessions
- Results & conclusions report
- Future development requirements and plans

### The Results

There have been a wide range of improvements from the Mental Toughness training and specifics are shown overleaf. Headline results include...

- The increase in confidence which has resulted in a significant increase in contributions in meetings.
- The willingness for attendees to put their head above the parapet.

- The internal confidence to check out risk and boundaries and to pursue and implement new ideas.
- Increased sharing of ideas with peer group, stakeholders and partners.
- Increased resilience and the ability to acknowledge and share when things don't go to plan
- Greatly increased use of innovative skills and development of successful new projects
- A can do attitude, that will take ideas, run with them and make them work.
- A notable increase in entrepreneurial drive.
- Able to make important tricky decisions seamlessly
- Challenges are now viewed as opportunities rather than threats
- Willing to acknowledge and share where there are problems and work on them as a team
- Have all taken on more strategic behaviours and are consequently making strategic connections
- Can be relied on to makes things happen
- Making an impact externally and using influence, connections, motivation for the benefit of the organisation.
- More able to be reflective or cut to the chase depending on the circumstance
- Stronger customer focus from a stakeholder perspective.
- Have no problem dealing with the restructure of business development unit well as staffing difficulties and significant cuts.

### Client Comment

Following the Mental Toughness training, the Management responsible for the six Directors have made the following comments:

*'These Directors have shown a staggering degree of resilience and bravery.'*

*'Now we know where we are.'*

*'Very mature'*

*'Remained focused at all times'*

*'The Directors have been very strong personally throughout the cuts.'*

# A Probation Trust Results Following a JHK Mental Toughness Programme for Directors

## Measureable Results

Ultimately, it is undeniable that the benefits of the Mental Toughness Programme have been well received by the Probation Trust as an organisation, as well as by the individual participants.

The feedback given by the CEO and Line Manager was extremely positive and they both expressed their admiration for the noticeable changes in the team of Directors.

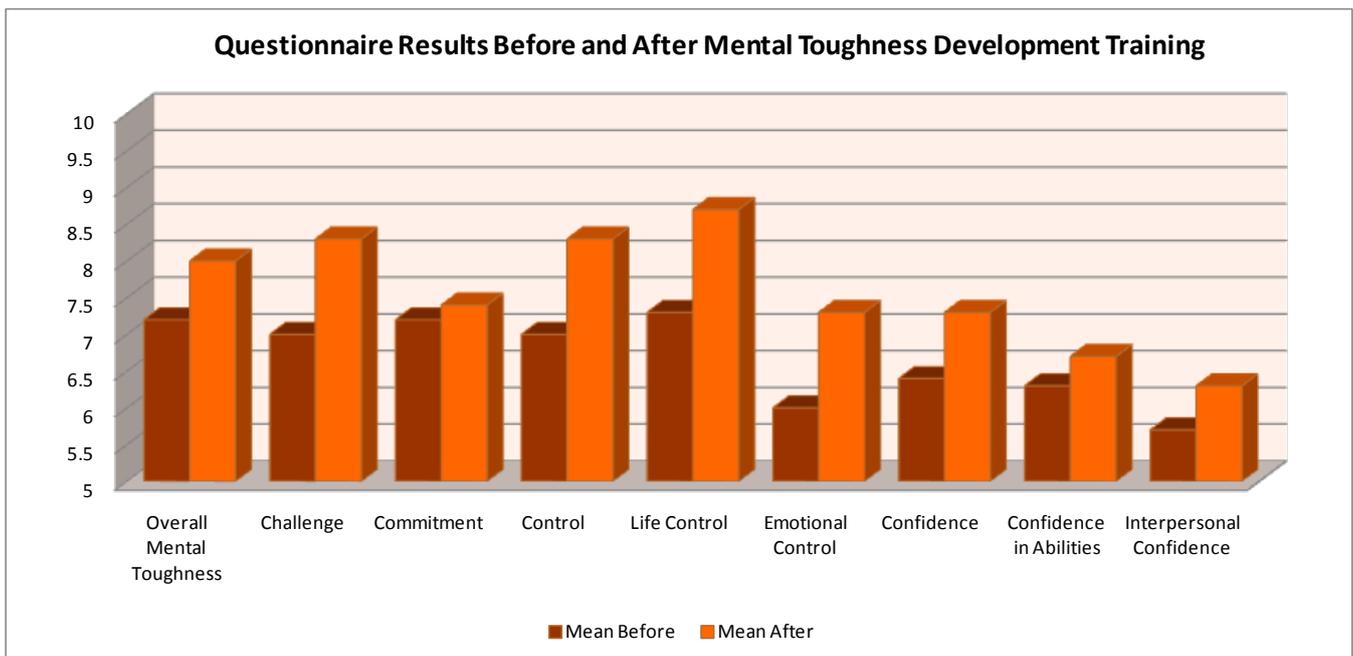
In addition to these results, a distance travelled report was generated. This provides a statistical comparison (*fig.1*) to represent the overall increase in score in every component of Mental Toughness at the completion of the Mental Toughness Programme.

The increase in all components is evidenced in the behaviour change noted in the participants and line manager feedback. This behaviour change corresponds to all three main aims targeted in the original brief.

## The Objectives of the Mental Toughness training have very definitely been met.

**Tangible evidence:** As a result of the Mental Toughness work, one of the six new directors has developed a proposal to start a trading arm. The proposal has been agreed by the Secretary of State and the new Social Enterprise is trading.

**Proven ROI:** Return on investment is evident thanks to the Distance Travelled Report.



## Comparing the outcome with the initial aims

Prior to the programme, The Probation Trust specified 3 main aims which they wished to achieve through the Mental Toughness Programme:

1. Ability to tolerate uncertainty
2. Ability to take difficult decisions and be directly accountable.
3. Ability to exercise freedom, to innovate and be more entrepreneurial - balanced against organisational culture.

## Conclusion

The Probation Trust is delighted with the results of the project and is considering cascading it down the organisation.

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