

Unique People

UP



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Intelligent perspectives for business leaders
Issue 10

In this issue:

Resilient Leadership
and what it actually means



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Well-being Champion, Motivational
Speaker, Business Mentor and Business
Development at Leeds Rhinos

Q&A with Alison Taylor
Head of People at Home Instead

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Service Field Manager at Heras

Building a sustainable business

UP talks to key members of a globally
backed start-up, Masuku, an organisation
with an environmentally friendly approach.

Pictured: Andrew Millington
Director of OSL Group Holdings



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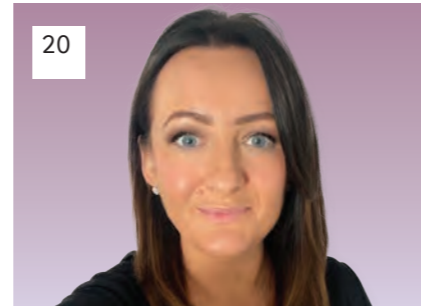
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Welcome to the latest edition of Unique People

Welcome to the Summer/July edition of our Unique People magazine. It's been great to see so much positivity in the media and when liaising with our clients.

After the past year we are encouraged by rising job vacancy numbers, rising employment statistics and the general feeling of optimism demonstrated in the business community in which we operate. Undoubtedly the upcoming journey will be more difficult for some sectors than others, and as a region we have seen some great investments coming in from the government such as Freeports, Sheffield City Region transport funding, the National Infrastructure Bank coming to Leeds and Town Funds to boost the 'levelling-up' of our region. We've enjoyed speaking to a number of Executives and Senior Managers who have contributed to this edition of UP magazine, to learn about their experiences and find out more about the plans within their organisations.

The joint venture between Masuku and Pentatonic has brought world-leading technology in the filtration of face masks to Rotherham and South Yorkshire – you can read more in our Q&A with Andrew Millington, Director at OSL Group Holdings and Strategic Advisor to the recent start-up of Masuku. We discussed the decision to bring the facility to Yorkshire, the technology within the product, and the recruitment of the key positions within the new company's Senior Management Team.

One of those was Mark Tomlinson, Head of Operations – we caught up with Mark to find out about the highlights and challenges of the initial company and factory set up; what attracted him to the role; and the exciting potential for the future of Masuku's world-first technology. Pete Shillito, our Client Director for Senior Engineering & Manufacturing recruitment, introduces us to three more of Masuku's highly talented management team.

Sarah Simpson – Office Managing, Senior Executive Recruiter – spoke to Jamie Peacock MBE, the ex-professional rugby league player who captained both Great Britain and England at international level.

Jamie is a big advocate of health and wellbeing and recently published a book called 'Be a Champion', centred around a 30-day wellbeing challenge. Coping with mental health problems in the first lockdown was harsh enough for some but now after three lockdowns and the prospect of people heading into the 'new normal' there's an expectation that this will bring its own issues and anxieties for various people.

Alison Taylor, Head of People at Home Instead, Sheffield, tells Maria Bramall, Office Managing Partner for South Yorkshire, about her career progression within the business she is so passionate about, due to the tailor-made, flexible care at home services they provide for the elderly to enable independent living.

Maria has also written an insightful piece about resilient leadership, a relevant soft skill that could aid many organisations in the coming months.

Last but by no means least we hear from Nicola Steele, Service Field Manager for Heras Perimeter Protection, about how she has made waves with her career in the male-dominated construction industry, why she loves working for the European business and how they are aiming to address gender inequality in their sector.

As always we have also digested relevant market trends and current issues to bring you an easy to read summary.

I hope you enjoy reading the magazine and all of the positivity that it brings. My details are below should you wish to contact me to find out more about how we could help your business with our extended Search & Select services, or to discuss featuring your business or unique story in a future edition.

Nigel Brewster, Partner and Chief Executive



Nigel Brewster, Partner and Chief Executive, Brewster McBride Leadership & Management Search

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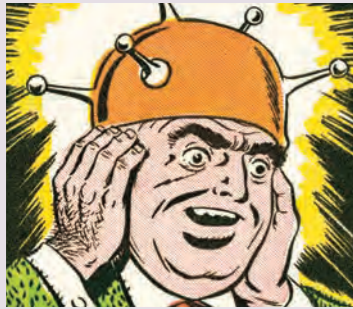
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Linkin with Nigel Brewster



Leadership & Management Search

Industry insights



Gap in digital marketing knowledge amongst SME leaders

An award-winning pay-per-click marketing firm has revealed in a study that 39% of SMEs have no company website and a further 42% have no idea how to create an online profile, for example using LinkedIn. The survey by Adzooma is perhaps not surprising but serves to emphasise how few leaders of SMEs are behind digital marketing, which could be used as a quick and effective way to market their business.

There certainly seems to be a lack of knowledge when it comes to marketing and digital transformation amongst some leaders which is sure to have an impact on company promotion and new customer acquisition, especially in an ever-changing and evolving market. There were some positives to come from the study, showing that many SMEs are beginning to embrace online platforms as a way of marketing and advertising their business – a quarter of respondents were found to be encouraging online reviews from customers.



The right to disconnect



Following the lead of several other countries in Europe, Ireland is now trying to introduce legislation to protect worker's rights not to respond to communications from work outside core business hours.

Hours worked by many employees increased during the pandemic, with several studies showing that remote working encouraged more overtime. The Office for National Statistics (ONS) reported that people working from home during lockdown were working an average of six additional hours of unpaid overtime weekly.

France introduced some 'right to disconnect' legislation in 2016, then Italy in 2017, followed by Spain in 2018. Germany has recently loosely introduced

some guidance rather than law, with some larger companies taking this up in a more formal manner – for instance some organisations are reportedly using technology to ensure that employees cannot access their email on work mobiles between 1815 and 0700.

Ireland's law, if passed, will be the first to protect all workers under the new working regimens – including work from home and flexible working, rather than just for office based employees to allow them to switch off.

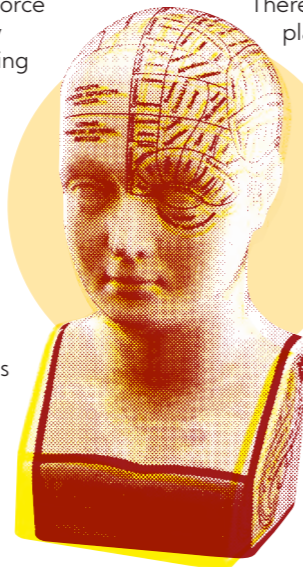
Increase in the need for Emotional Intelligence

There has been a dramatic increase in the need for new workforce skills, a recent McKinsey Global Survey on reskilling has shown. The survey looked at how organisations are addressing the need for new skills – such as digital expertise, project management and softer skills like critical-thinking and decision-making – with over half of respondents saying that closing skill gaps in their companies' workforces has become a higher priority since the pandemic began. Skill-building is more prevalent than it was pre-COVID, with 69% of organisations doing more

skill building now than they did before. There was also a 42% increase in those planning to use hiring to close gaps and make their organisations future-ready.

Respondents of the survey were mainly looking to develop skills with a social or emotional nature in their workforce, such as empathy, leadership and adaptability.

Furthermore, the survey revealed that UK companies found reskilling brought positive economic returns, as well as increased productivity and improved employee morale.



McKinsey & Company



Mask on Mask off?

With COVID regulations set to ease on the 19th July, including the those relating to social distancing and face masks, SME's will be forced to reconsider their health and safety policies.



It has already been suggested that enforced mask wearing needs to be carefully considered before being implemented to ensure employers are meeting their responsibilities under the Equality Act.

UK unemployment rate at lowest quarterly decrease since 2015

Positive news for the labour market comes from the ONS – with statistics showing the rate of unemployment decreasing at the lowest quarterly rate since 2015. Conversely, as a result, employment is on the increase, which is great news for those businesses making new hires and investing in their teams. This was illustrated by an increase in job vacancies of 8% quarter on quarter. The statistics show a confidence boost in business growth and economic recovery.



Could the rise in flexible working create gender inequality?



Flexible working has become a constant agenda for discussion for businesses since the pandemic accelerated work from home situations for many.

For many employees, working from home was received as a welcome change and many will be looking upon their employers to adopt work from home policies or include some form of flexible working or remote working moving into the future. This is largely reported as a perk or benefit for those able to, however a few studies have shown that there is a risk flexible working could actually push back the gender equality the UK has worked so hard to address.

A study from the Institute for Fiscal Studies and UCL Institute of Education, funded by the Nuffield Foundation, surveyed 3500 opposite-gender families last year to look at how parents were sharing paid work and domestic responsibilities. The results brought evidence of potential risks to women's careers due to the decrease in time that

mothers in two-parent families spent in dedicated paid work in 2020.

Mothers were also found to be 23% more likely to have lost their jobs than fathers during the COVID crisis, and more women than men reduced their paid working hours to take on unexpected childcare. These factors mean that mothers surveyed are now doing a third of the uninterrupted paid work hours of dads, risking the effects of lockdown leading to a further increase in the gender pay gap.

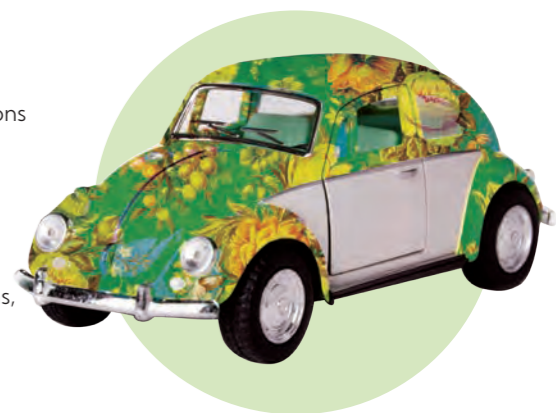
Whilst offering flexible working will inevitably help employees to gain on the imbalance between home and work life that lockdown imposed, organisations need to be careful not to make this seem like it's aimed solely at the female workforce.



Green is good

With a third of the UK's carbon emissions coming from transport and the UK aspiring to reach net zero by 2050, businesses are starting to review their employee travel expectations.

As the government looks towards a 'full' easing of the lockdown restrictions, employers will be closely considering the impact their commuters will have on their carbon footprint.





Building a SUSTAINABLE BUSINESS

A sustainable environmentally friendly approach to one of the most important items now in everyday use worldwide is coming to South Yorkshire with the launch of a major new brand that will have its manufacturing base in the region.

Andrew Millington of OSL Group Holdings has been acting as Project Advisor to Masuku, a new company established to bring to the market a unique range of high performance face mask products which, as well as offering greater comfort and style, will also provide an environmentally sustainable choice.

Russian supermodel and philanthropist Natalia Vodianova has been the inspiration and driving force behind this exciting project working closely for several years with Pentatonic, the design and sustainable technology partner to Masuku.

Over the last four years, Pentatonic have utilised their knowledge of circular economy materials to develop a unique, fully biodegradable electrospun filtration media critical to delivering both the sustainability and performance elements of the Masuku products.



In part one of our interview, we spoke to Andrew Millington (Director - OSL Group Holdings) and Mark Tomlinson (Head of Operations - Masuku) and asked how this important new working relationship for OSL had developed. In part two we interviewed three more key appointments and asked how they were settling in and what challenges has faced in joining a company that is building from the ground upwards.

Part 1

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OSL Group Holdings
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Building a SUSTAINABLE BUSINESS



Mark Tomlinson
Head of Operations
Masuku

Mark is a Materials Science graduate and has worked in South Yorkshire for 25 years in a variety of manufacturing companies starting with technical roles in the steel industry before working with other materials and moving into production, commercial and general management roles. He specialises in the intersection of technology and manufacturing. He was Masuku's first employee and has overseen the installation and commissioning of the Airlab site, built the operating team and managed its transition into full operation.



Andrew Millington
Director
OSL Group Holdings

Originally graduating in Materials Engineering, Andrew's manufacturing career spans 30 years with experience that includes exposure to a wide range of global industrial market sectors. Andrew has held executive leadership/board roles within both UK based SME manufacturing businesses as well as divisions of both US and European technology corporates. Andrew joined the OSL Group at the start of 2018 to support the growth of its Cutting Technologies division.

Interview: Part 1

South Yorkshire offers a wide range of skills in the candidate pool both for the operational and specific scientific disciplines critical to support the unique electro-spinning technology forming the core part of the manufacturing process.

Andrew Millington
Director - OSL Group Holdings

Q Why were operations brought to South Yorkshire?

A Pentatonic has bases elsewhere in the UK and also in Berlin but ultimately the decision was taken to bring manufacturing operations to South Yorkshire.

Pentatonic explored a wide range of options but even before OSL's formal engagement with the project, we recommended South Yorkshire, with its central UK location and the availability of human capital as the ideal choice.

South Yorkshire offers a wide range of skills in the candidate pool both for the operational and specific scientific disciplines critical to support the unique electro-spinning technology forming the core part of the manufacturing process.

The biggest obstacle in terms of the factory itself was simply finding somewhere that was readily available that ticked all the important boxes.

From previous experiences I know that it can sometimes take much longer than planned to find suitable premises and that every project requirement is different.

As well as location, work space and layout, there are numerous other critical considerations to take account of but fortunately, by working closely with Masuku and the technical team at Pentatonic, we were able to help Masuku find and secure an excellent high quality facility with all the necessary supporting infrastructure.



Q What are your future plans for OSL and Masuku?

A Going forward, OSL will continue to provide operational support services as the Masuku project grows and develops alongside OSL's existing businesses.

As part of our group's plans for the expansion of our own core divisions, we are committed to a program of investment in the skills and resource necessary to ensure that we can continue to develop these divisions organically and by acquisition.

A key element of this ongoing program has been to strengthen our central services departmental teams which include, Finance, Systems/IT, Strategic Procurement, HR & QHSE.

The benefits of moving towards a high capability centralised team are various but essentially enable each of our divisions to benefit from common best practices, and smarter business transactional processes whilst eliminating duplication of activity between divisions.

We want our divisional teams to focus on winning new business and manufacturing products to fulfil customer orders.

Through the provision to Masuku of the same range of operational support services from members of our own central services departments, the Masuku facility team will share the same benefits and expertise allowing their maximum focus on moving as fast as possible to full scale levels of production.



About Masuku



More than 90% of the world's population breathes air with levels of pollutants that exceed limits set by the World Health Organisation.

Despite this fundamental human need for clean air, the face mask industry has failed to deliver an adequate solution.

We are forced to trade-off between filtration efficiency, comfort and style, whilst a genuinely sustainable choice is completely lacking.

This insight led to the creation of Masuku more than four years ago.

The vast majority of face masks currently used cannot be recycled - many end up being incinerated, which further worsens the air quality crisis.

Furthermore, increasing numbers are littered, washing up on beaches and polluting natural environments where they will persist for an estimated 450 years.

Masuku's vision is to provide clean air without compromising on comfort, style, or sustainability - to provide powerful filtration performance, whilst protecting the planet.



Continues overleaf →



Building a SUSTAINABLE BUSINESS (continued)

Interview: Part 1 (continued)

Q Can you tell us a bit about your background Mark, and how that has led you to the role at Masuku?

A I've spent about 30 years in the Sheffield area, mostly in the metals industry, as I started off as a Metallurgist and Sheffield was the place to come if that's what you wanted to be. I then progressed through a number of different local companies such as British Steel and Allegheny Technologies before moving into operations management and general management.

I worked in specialist metals – stainless steels, nickel alloys, titanium alloys, and manufactured components before moving across to Sheffield Forgemasters to look after the technical side of the melt shop there as Technical Director,

production management and continuous improvement. I took a largely academic team and built a production team.

This background played into what Pentatonic were looking to do here at Masuku – an exciting new technology aligning with modern manufacturing techniques and equipment. They were looking for someone who had a combination of the technology background and experience of new product introduction, as well as being capable of establishing a modern manufacturing facility. I looked at it as a really exciting project – for me. I will enjoy the intersection of technology

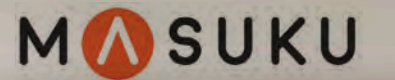
As well as selecting individuals based on their functional skills and experience we also wanted to ensure that we created a positive and balanced dynamic within the team

overseeing the 110-tonne furnace and casting of ingots. After a few years I moved to Operations Director there to have more influence in the business and move out of technical slightly – my interest has always been the bit where the technology meets the 'getting things done' bit. I had around 100 reports, with 12 direct reports, and our spend budget was about £50 million annually. I also spent a couple of years in a commercial role doing more strategic projects.

I then moved to Metalysis as Managing Director for their scale-up operation. That involved the application of technology into manufacturing – they were looking to expand a university spin-out into a fully productive operation. I oversaw the set-up of a new, larger unit that they had designed and built as well as doing the ordinary

and manufacturing; it's a great chance to start with a blank sheet and design a manufacturing process the right way from the ground up. Also it has some really interesting technology associated with it, and the potential to move into a variety of different end products.

The CSR side of the business, the ethical side, also attracted me to the role. The idea of a sustainable product is really interesting. You wouldn't imagine but there is a lot of sustainability work in steel production – it is inherently a recycled material and a lot of effort at both Forgemasters and Metalysis was put into reducing energy usage and reducing carbon footprint, so my experience of that combined with the technology and the goals and aspiration of this product line all came together nicely.



Q Tell us about the recruitment process for the new facility

A A major challenge was establishing a core team of operational and technical experts to support with the initial stages of facility set-up as well as becoming the key members of the team responsible for all future manufacturing within the facility. As well as selecting individuals based on their functional skills and experience, we also wanted to ensure that we created a positive and balanced dynamic within the team.

Recruiting during lockdown meant that we had to use video calls for interview and we really had to go the extra mile to ensure the relationships between ourselves and potential candidates were developed.

It did however serve to highlight the value of video calls – for the future we know we can quickly get to know someone and while it will never replace face-to-face meetings, it does provide another valuable method of engagement.

Q Can you tell us what is so special about the Masuku process?

A The Masuku technology centres around a unique electrospinning deposition process using bio-based polymer solutions and substrates to generate a fine micro-filtration media product that not only has the potential to outperform conventional melt-spun materials but also provides a completely biodegradable and environmentally friendly solution to a growing concern for general plastic waste arising from the consumption of disposable face masks.

Building a SUSTAINABLE BUSINESS (continued)

Interview: Part 2



Zohreh Gharaei
Lab Manager



Q Please could you tell me a little bit about your background?

A I come from a textile engineering background – I came to the UK in 2011 to study a Masters Degree in Non-Woven for biomedical applications, and studied for a PHD after that in the same subject (with projects focusing on hard tissue regeneration using fibre as a scaffold to help and regenerate bone and tissue instead of implants).

I am a hands on person and missed the lab so went back to working within a university to do more projects – one with Adidas, developing a 100% biodegradable sports shoe. Trainers are currently made up of more than 40 different components, all different materials. This sports shoe was made of 100% the same material, these were EU projects.

In 2019 I started to work on vaccine projects – looking at the use of fibrous material to deliver vaccines and drugs (we started these projects prior to COVID but switched to working on a specific COVID project with Oxford University to try and stabilise the COVID vaccine and keep it in room temperature). That was a two year project.

Q What attracted you to the role and the company?

A With the business being a start-up I hoped it would give me space to learn and to grow. The role itself is very hands-on and laboratory-based and I feel that management suits my personality. It's exciting to develop a whole lab from scratch and it will also give me some good experience having ownership of the whole process.

I love that the company is focused on Research & Development and product development, not just manufacturing.

Q What have the challenges been so far?

A There were just general challenges at the beginning as nothing was established – figuring things out and everything is fluid now.

Q What are you most looking forward to in the future?

A To be able to develop a high tech laboratory and R&D in which we can produce non-woven products for different applications – not only limited to air filtration and facemasks – as we have the manufacturing technology to transfer to other biomedical applications.

Q What have you enjoyed most about working for the company so far? (This question was a little unfair as it was her second day!)

A It is only my second day – so this photoshoot!



Michael Thomson
Technical Manager



Q Please could you tell me a little bit about your background?

A My background is in physics and engineering, but mainly physics. I did a Degree in Physics, then an Engineering Masters, followed by a PhD in Chemical Engineering. I spent my formative years involved with glass coating front contact layers for solar cells – the company sponsored my PhD so I worked there alongside my studies. They specialised in coatings for thermal energy efficiency, were multi-disciplinary, and I was hands-on, building machines.

For 2-3 years I then worked on antibacterial coatings; for a vacuum company related to vacuum engineering, high value stuff. I then worked as part of consultancy team, designing bespoke applications for tooling, for large and small companies such as BAE, Rolls Royce and Universities.

I've worked with high value metallurgy firms like Goodwin Refractories, Bodycote and building plastics companies – I've been around and seen a lot of processes!

Goodwin Refractories involved working in Castings for four years or so and then I relocated to the Sheffield area.

Q What have the challenges been so far?

A Getting all the kit and machinery working, the unfamiliar territory. My good mixture of academic and industrial background has helped when putting machinery together. If I've not seen it before, I can spend a while working out how it works.



MASUKU



Nicola Norton
Production Manager



Q Please could you tell me a little bit about your background?

A I spent 27 years in the automotive industry working for a 1st/2nd tier supplier, joining in 1994 as a Production Operator; then after spending a few years in manual, using pneumatics and manual presses, I progressed into the Quality Department as Production Analyst – fault finding things that would fail on production line. I was then Group Leader, driving KPI's, supervising 3-5 production lines with up to 40 people, mainly managing people and recruitment. I introduced lean manufacturing, and was then promoted to Senior Group Leader/ Assembly Manager – responsible for the entire production area across three shifts – budget control; improvement implementation; and recruitment strategy (looking across the next 2 years).

The business grew significantly, bringing in Cost Centre Leaders. I took up position as Training Manager and developed a training programme and introduction to lean style systems.

I was involved with a hugely diverse range of activities such as succession planning, upskilling new technology on the shop floor, working with the apprenticeship levy, inducting new apprentices, R&D of both electronics and mechanics.

I then went back out to Manufacturing as the Production Manager to support the closure of the business, and now I'm here.

Q What are you most looking forward to in the future?

A Getting the whole thing running and starting off with an empty shop floor. I'm looking forward to designing new materials, new phases and the phases beyond that, I'm very excited for the future.

Q What attracted you to the role and the company?

A It's the mixture of research, technical management and hands-on work, being able to stay involved in the development of new things and the day-to-day running of a team. I felt it had the right blend of all the aspects of the parts of a role that I enjoy.

Q What have you enjoyed so far?

A The work environment is very different – everyone has a similar mind-set, with no pre-existing methods or expectations of how things should work – but how they can shape and mould the culture, and have an input into the decision making.

There's no element of "this is how we've always done it" – such as the old story my Mum told me about why her family always baked a cake and had to cut it out from the sides, when it turns out it was only first done in this way by someone in the family because they didn't have bowls big enough and everyone else just copied!

Q What attracted you to the role?

A The people involved with the Masuku project have got a vast range of knowledge and experience – the new start up side of things was attractive to me; to be part of creating a culture and structure. Also the idea of sustainability and the future of the planet.

Q What challenges have you faced?

A It's always a challenge with a new business: it's an empty shell without structure in place, so you're starting everything from scratch and building everything up. It's been a change from a fast paced environment into something a little slower – it was a different approach in the early days.

Q What are you most looking forward to in the future?

A I'm looking forward to seeing the results of what we've been building towards – seeing new products being produced, and seeing it all come together.

Q What have you enjoyed so far?

A I've enjoyed the opportunity to get to know different people with different backgrounds, finding out what other industries people are from – you never stop learning. The processes are the same but the R&D side is very different here, and I'm gaining a better appreciation of this.

Team building has been good as we're all thrown in together – opportunities like this don't come up very often.



Jamie Peacock MBE

Well-being Champion, Motivational Speaker, Business Mentor and Business Development at Leeds Rhinos



Sarah Simpson – Office Managing, Senior Executive Recruiter spoke to Jamie Peacock MBE, the ex-professional rugby league player

who captained both Great Britain and England at international level.

Jamie is a big advocate of health and wellbeing and recently published a book called 'Be a Champion', centred around a 30-day wellbeing challenge. Coping with mental health problems in the first lockdown was harsh enough for some but now after three lockdowns and the prospect of people heading into the 'new normal' there's an expectation that this will bring its own issues and anxieties for various people.

Here, Sarah speaks to Jamie about the significance of taking small steps to improve wellbeing.

Q We can all recognise that the pandemic has caused or exacerbated anxiety and depression in the population. Now that we are emerging from that, what do you see being the main issues?

A The problem is people are not conditioned to deal with change – we like things the way they are. That's why the first lockdown was really difficult for people – accepting that COVID was happening, and accepting

we have an event in our lives, the event itself is neutral – it's how we perceive it that's down to us; whether we perceive it as positive or negative. It's great to try and see any changes that you make, or any events or obstacles, as a positive

Whenever we have an event in our lives, the event itself is neutral – it's how we perceive it that's down to us; whether we perceive it as positive or negative.

the rules and restrictions. I think a different kind of coping was required for the first lockdown, whereas during the third one people had just had enough and were tired of the restrictive circumstances.

If you're worried, it's about adjusting yourself in small steps back into how things were pre-COVID one step at a time, remembering how we used to judge what normality was. Try and focus on the things you can control. Whenever

– that's what a positive mindset is, and being a positive influence on yourself. A really good thing to try and do is to write down one thing each day that's been positive about coming out of lockdown – it'll help you improve your mindset and adjust back into the world. It's a really simple action that's personal to you that will help you deal with the change that's coming. It's a really good thing and is not hard to do – it takes maybe five minutes a day, and I believe will help with adjusting to the restrictions being lifted.

Continues overleaf →



Q A Jamie Peacock MBE (continued)

Q What advice would you give to someone who is anxious about physically returning to work?

A It's going to be a big change for people going back in to the office and being around lots of people, and just the change of routine. It's about trying to see the positive side of that rather than the negatives. We have a choice to see the glass half full – you're no longer working inside on your own, you're going to be getting outside, working with the rest of your team; there's lot of things we can find a positive in.

There are lots of different reasons for finding a positive about going back to work – but if you're really stressed, you need to speak to someone about it – a problem shared is a problem halved. Speak to someone at work – HR or a colleague. It will make you feel better as actions can be put in place and also your

colleague might be a good influence on you or may be feeling the same – don't suffer in silence. Think of some positives and focus on them.

For those people who find it really difficult to adapt to change – maybe a staggered approach might be best. Gradual small steps help – any change or adaptation to change begins with small steps and you need to create a new habit – it won't happen overnight. Tweak one thing, do that small thing every day and eventually you have a habit. That's the right mindset for approaching going back to work. Change things slightly and you give yourself chance to get used to your new routine, taking small steps along the way.

Q Do you believe there will ever come a time when there isn't a stigma attached to mental health issues?

A I think with mental health, and I know from my own experiences in professional sport, there's been some huge changes in mindset in the last ten to fifteen years in that it's acceptable, and the right thing to do, to talk about it if you don't feel well with your mental health, and to reach out. The more people that do that and show their own vulnerabilities, the more it becomes acceptable for others to do that. Of course you'll find some people who find that really hard to do but the more people open up, the more chance you've got of those people not keeping things

to themselves and doing themselves serious harm – which comes from feeling like you're not able to talk about it. There's been a big shift but there's lots more work to do there, it's a constant thing we need to work on, particularly in the male psyche as it's about keeping problems to yourself and we all know that doesn't work. If you have friends who have that mindset you have a duty (if you feel mentally well) to scan the horizon of people around you and make sure they feel well too. Check on friends and see if they are OK, encourage them to talk.

Q What do you think we can all do to affect change?

A The difference we can make is to help people who are not conditioned to change. Spending five or ten minutes a week thinking about other people – has someone in your social circle gone off the radar quietly or has someone else dropped off social media? The clues are in and around us but we

are all self-absorbed to some degree and can get too involved in our own little worlds but if we could all spend five to ten minutes thinking about the people around us and whether they have issues with their mental health it would be a simple, small step where anyone can make that difference.


An inspirational leader





A global sporting icon with a ferocious will to win, here's a brief resume of Jamie's careers to date:


- LEADERSHIP, GOAL SETTING, SELF BELIEF, ATTITUDE AND HONESTY


Motivational speaker
No White Flag
- THE BUILDING CHAMPIONS MENTORING PROGRAMME


Director
Building Champions
- 


Director
Jamie Peacock
Elite Rugby Camps
- 

Director
JP Education and
Rugby Academy
- 

Head of Rugby
Hull Kingston Rovers
- 

Professional Rugby League Player
Leeds Rhinos
- 

Captain and Professional Rugby player
GB and England RL
- 

ENGLAND RUGBY LEAGUE
- 

Professional Rugby League Player
Bradford Bulls



Q Your book 'Be a Champion' which talks about developing new habits – can you tell me a little bit more about that?

A There are four main pillars to the theory. Building new habits is accomplished through simple small steps – tiny changes over a period of time to create significant behavioural change. We don't always have huge seminal moments in our life where we change forever, it's about making small changes.

some guidance and get the information out there – rather than feeling overwhelmed people feel empowered to go and do something. That's how I made the book – I knew from my own experiences that I've personally got good wellbeing but that's due to having solid wellbeing habits.

Life is about enjoying ourselves but we get into bad habits when we have too much excess in terms of eating the wrong foods or becoming too sedentary or getting into a bad sleep routine that affects our wellbeing.

I understood this from playing in my professional career – I wouldn't be able to pick up a new playing skill overnight, but over a period of training and doing it every day I'd pick up a new skill.

It's the same in wellbeing, all areas of wellbeing – positive mindset, sleeping well, eating well and being physically active. We can make positive significant behavioural changes in all these areas through small steps.

I wanted to show during lockdown that wellbeing is something that everyone can achieve – I had to get rid of this myth that it has to be about three hour yoga sessions or living your life like a monk. It's not. It's about slightly moderating your lifestyle in four areas to improve your wellbeing – sleeping patterns, physical activity, mindset and diet. Once you create a program that everybody can use and you give people

For example I don't have a television in my room; I get to bed at more or less the same time and get up at the same time daily; I am physically active most days even if I just go for a walk; I try to eat healthily – I still have takeaways and doughnuts, but I moderate things on that front. No-one wants to deny themselves the things they enjoy. Life is about enjoying ourselves but we get into bad habits when we have too much excess in terms of eating the wrong foods or becoming too sedentary or getting into a bad sleep routine that affects our wellbeing. If we make small steps it's going to get us there eventually. For example, instead of driving to the shop to buy a full fat coke and sandwich at lunchtime – if you walk to the shop and buy a salad, over a period of 60 days that kind of change makes a huge difference. You have to stick with it.

Q What are your thoughts around restrictions lifting and what we need to be concentrating on for our wellbeing?

A At the moment I am focusing on the positives of the restrictions being eased – lots of vulnerable people are now safe because they've had the vaccine, we're able to get back and see friends family and enjoy ourselves, we can go and watch our sports. Lots of the things that make our life enjoyable, why we want to be alive, are being given back to us so people need to focus

on that and on the good times ahead. Playing rugby league and professional rugby league gave me some wonderful experiences and the chance to meet some wonderful people and the lifting of restrictions will give us exactly that – meeting wonderful people again and having wonderful experiences. We've got to be excited about going forward.

Q Can you give our readers four simple tips from the book on how to improve their wellbeing?

Yes of course:

- 1 For a positive mindset** think of one thing that you're thankful for each day.
- 2 For good sleep** for an hour before bed don't use your phone. We should control our phones and not have our phones controlling us.
- 3 Eating healthily** just drink 6–8 glasses water a day, most people don't drink enough water and it makes such a difference.
- 4 Physical activity** try to be active for 20 minutes a day, 3 days a week – it can just be a walk.

That's it – if you can change those small things you will start to level up your wellbeing.

Want to know more ?

If you like to know more about Jamie's 30-day wellbeing programme, simply visit www.jamiepeacock.co.uk





RESILIENT LEADERSHIP

and what it actually means

Maria Bramall, Office Managing Partner for South Yorkshire at Brewster Partners, who holds ILM Level 7 Executive Coaching and Mentoring and IPD Certificate in Training and has delivered leadership and resilience training throughout her recent career, looks at resilience, leadership and what it can all mean for you and your business.



Since the beginning of the pandemic, 'resilience' is often referred to in relation to high performing and tenacious individuals, teams and businesses.

With life thankfully now returning to some sort of normality, some organisations have moved from crisis, survival and recovery mode to planning for economic recovery in the months ahead. All the while the importance of resilient leadership is still being written and spoken about.

Living through a real global crisis has made it clear that resilient leaders are a huge benefit to businesses and can be the difference between companies taking quick, clear action that helps them to survive and failing to do so with adverse results.

So, what exactly is a resilient leader?

Oxford Languages defines resilience as 'the capacity to recover quickly from difficulties; toughness'. Talking about resilient leaders therefore refers to individuals who are able to swiftly recover after being presented with challenges in the workplace and work through the challenge to return things to the status quo as quickly as possible.

Resilient leaders see failures as temporary setbacks they can bounce back from and learn from.

Resilient leaders are quick to take action and are able to think and act independently without first having to receive feedback from everyone around them. They're able to make decisions when under enormous amounts of pressure and put in motion remedial actions swiftly.

Grit is defined as extreme focus on goals and loyalty for passions; the level of grit in an individual is one of the strongest predictors of success in both personal and professional tasks.

The importance of caring for others is frequently underestimated in relation to other regularly documented traits of leadership. Having the capacity to form bonds and attachments with others in the workplace has been shown to increase the ability to recover from failure and disappointment and ensure trust in team relationships.

Participants at an Institute of Management Development (IMD) discovery event took part in a questionnaire on grit – that human quality which forms a large part of

resilience. Grit is defined as extreme focus on goals and loyalty for passions; the level of grit in an individual is one of the strongest predictors of success in both personal and professional tasks. The questionnaire asked 'How much between 0-100% should you care about your employees?' Answers were varied

but it was shown that 100% is the level of care that high performing leaders demonstrate. Despite some participants concerns over attachment to team members, those leaders at 100% ensure they care, but also know where their role ends and where those boundaries of care lie.

How can you become a resilient leader?

Whilst some people are naturally more resilient than others, it is absolutely possible to adapt and become a more resilient individual and leader.

Characteristics of a resilient leader include:

1 Excellent communication

Resilient leaders tend to be powerful and effective communicators who let their teams and other leaders know of their intentions and reasoning behind them. These individuals are able to communicate in an authoritative way that others respond to, take note of and don't find abrasive, aggressive or over the top.

2 The ability to adapt

When faced with a setback or challenge, resilient leaders focus on the things they can do as opposed to the things they cannot do. In an ever changing world and business landscape, the ability to be flexible, adaptable and to offer solutions based on whatever new challenge crops up is invaluable.

3 A positive mindset

Leaders with a positive mindset are able to influence their colleagues and teams to help raise morale and keep momentum working towards solutions.

Resilient leaders know that setbacks are inevitable and find a way to welcome the lessons they bring.

4 Open to coaching and feedback

Resilient leaders are open to receiving feedback and using this to help improve both their own performance and the performance of their team. They will also be motivated to continuously improve their own skills, performance and abilities in order to become a better leader and be more valuable to their organisation.

5 Empathetic to others

Leaders who can be empathetic to those around them build relationships with their team, which in turn fosters high levels of engagement. When team members feel as though they are understood, they'll feel more motivated and more confident in their ability to contribute opinions, solutions, questions, ideas and debate.

6 Willing to take calculated risks and champion change

Taking calculated risks based on the data available and moving forward with this confidently is a vital part of being a resilient leader. Equally, so is the ability to recognise if a decision is no longer working and to then make a different decision and move in another direction.

How do you instil resilience in your team or your business?

Being a role model for resilience is one of the best ways a leader can demonstrate the benefits of this mind-set to their team. A big part of helping a team become more resilient is by actively displaying all of the values of a resilient leader so colleagues can see the positive impact this brings. Learning to lead yourself is vital before being able to lead others successfully.

Being attuned to the resilience of others also helps and will mean a leader is able to recognise when a team member is under stress or struggling. This could be characterised by negativity, poor communication, anger, lateness or anything else. When leaders notice this in their team members, the next step is to have the ability to reach out and engage in an honest discussion about how they can be supportive and help to alleviate this.

Resilient leaders will be those who are able to stay calm, make positive decisions and come up with solutions to help their business pivot when required.



Alison Taylor
Head of People,
Home Instead, Sheffield & Barnsley



Alison is Head of People at Home Instead in Sheffield & Barnsley, a leading community care provider with a difference. Home Instead support vulnerable adults across the globe to live safely at home, providing the help and support they need to not only live independently and safely in their own homes, but to ensure they live a life of choice. She is passionate about enabling real change in the way we support people at home.

Q Can you talk us through your career to date?

A After attending College and developing the ability to touch type, I began the first part of my career in the legal sector. I was first employed as a Legal Secretary, with my primary duty being to assist an Equity Partner in the Litigation Department. As a result of my commitment and dedication I steadily worked my way up the ladder to Office Manager. I never once rested on my laurels and continually attempted to develop and improve myself. Ultimately, this led to my employers selecting me for promotion.

After almost 17 years of hard work and dedication within the legal profession, I attended an event on behalf of my employer. The event was an afternoon tea specifically designed for the elderly

or isolated, which Home Instead were hosting. Everyone was happy, smiling and enjoying the chat and reminiscing about songs of old performed by a local band. I thought it was amazing, it totally

After much thought, I decided to change my work life and pursue a career that fulfilled and inspired me. With my new-found desire I decided to contact the owners of Home Instead in

I was working in a demanding role, but it did not matter because for the first time in a long time I was not being driven by figures or targets anymore, it was the passion for what we were doing and most importantly the why.

re-engaged my senses again and whilst I was not unhappy in my current role, I instantly wanted to work somewhere that gave me that feeling – the feeling that I could give and support others with a greater purpose.

Sheffield & Barnsley, Jill & Bryn Evans. They suggested, due to my relevant experience, to apply for a HR Manager role which they had already progressed to the final stages of interview with. I remember it being such short notice: I had to prepare an overnight

presentation to deliver the next day ... thankfully it did the trick, my passion for the role came through and I was successful.

From that point forward I worked harder than I ever had before. I had discovered a new vigour and zest for my working career. I was working in a demanding role, but it did not matter because for the first time in a long time I was not being driven by figures or targets anymore, it was the passion for what we were doing and most importantly the why. Of course, I still had a lot to absorb, but I pulled on the knowledge of my colleagues and learned as much as I could, as swiftly as I could. The feeling of failure is something none of us are comfortable with and I was no exception:

I was not prepared to let that happen – I vowed, no matter what, I would do all I could to become the best I could be in this given role.

From the position of HR manager, I worked tirelessly and with dedication and hard work I finally became Head of People at Home Instead in 2020. I now work closely with my 'work wife' Lorna – Head of Care, and together we oversee the business from an operational standpoint. Coupled with that and the great work our CAREGivers do (our team who deliver personalised one-to-one care the 'Home Instead Way'), we help change the face of ageing in Sheffield & Barnsley, and we are proud to provide continually evolving and exceptional care in people's own homes.

There is a popular saying and belief that 'home is where the heart' is and at Home Instead we truly believe that continuing to live at home in the place you know and love is the most comfortable solution as you age.





Alison Taylor | Head of People – Home Instead (continued)



Home Instead provide flexible, personalised home care based on the individuals specific requirements and when they need it. Their clients stay in their community and live under their own roof, surrounded by their own things and continue to live by their own rules.

Q Are there any learning curves or key things that you've taken with you from previous roles or challenges?

A I do think that working from the bottom up is never a bad thing and for me it has ensured I stay grounded and humble enough to always listen and learn from others. I know how it feels to be the office junior, who must work their way up to being the person making the final decisions and everything in-between. I value every member of the team because, together, that is what makes it great! I firmly believe you should empower your team to be creative with solutions and share thoughts and ideas, no matter what their job title is. No one role should ever be overlooked or overshadowed – that to me is the epitome of good team practice.

Q What would you say has been your biggest challenge during your career?

A Without a doubt, my biggest challenge – and I am sure this will be the case for anyone working in the care sector – has been the COVID-19 pandemic. The absolute need to keep our Clients and CAREGivers safe meant my team and I worked tirelessly. Long days, 7 days a week. This was particularly evident in the early days when information was sketchy, and we were making decisions that we could only hope were the best possible. Ultimately, we took it upon ourselves to protect the lives of those in need above our own – a decision that was fully justified.

The need to keep our staff calm, well-informed and supported was paramount in what was such a devastating time. Our disaster plans were in place, but reality is a very different entity to a pretty plan in a folder somewhere. We carefully devised an extremely intricate work from home plan that was designed to protect our employees. We then had a complete overhaul of our IT and telephony systems in order

to provide the maximum work from home efficiency for our colleagues' safety. The scarcity of PPE also provided a dynamic challenge the team faced together. I recall vividly at the start of the pandemic when hand sanitiser and PPE were non-existent for the care sector as the NHS was (of course) the priority and we were sourcing from wherever we could. After many telephone calls and, I am not ashamed to say it, begging! I managed to find a local food sector distributor who had enough sanitising hand gel until we could get a delivery from our usual supplier.

Alongside constant communication to CAREGivers, clients and their families, the pandemic turned our well-established processes upside down. Leading a team of 200 staff during those times was the biggest challenge I hope I will ever have to face, but together, we not only survived but excelled. This, above all, proved to me that a good team dynamic and trust in colleagues will always lead to success.



Q What has been the most rewarding thing about working for Home Instead?

A This is definitely the work we do as a team to change the face of ageing. Every CAREGiver we employ must pass our 'Mum Test'. Ask yourself 'Would I let this person look after my mum?'. It is that simple – and that is the mantra and ethos behind what we do! We would only provide the type of care we would want for our own loved ones. Nothing second to that would be acceptable.

I also love to help people who want to achieve, to reach their own personal goals. I love to see someone who just needs that break succeed and progress. It gives me great job satisfaction and perhaps that's because there are people who, throughout my career, saw that potential in me. Who helped make me who I am.

I think a great leader in any industry has to be prepared to listen, to learn from others. Never assume you have all the answers on your own or you cannot develop from those around you.

Q What are the stand out moments you've had in your career that have put you on track to achieve what you have?

A Stepping into the role of Head of People has been my stand out moment – I firmly believe that. The culmination of all my hard work finally being brought to fruition. To know that the business owners were confident enough to put their trust in me in order to help lead and develop their business, on an operational level, was an amazing feeling, one I had aspired to throughout my working life.

Q Are there any individuals who have inspired you or mentored you throughout your career?

A I think you always remember that first 'big' job role and the person who showed you the way. A Solicitor called Peter, who at the time, I thought was incredibly fussy and over-pedantic proved to be a defining light in my career. Little did I know, at the ripe old age of 19, that whilst he was scribbling red pen over my beautifully typed documents: he was teaching me all the basic skills I required in my career and the attention to detail you need to do a great job. We are still great friends 24 years later.

Q What makes a great leader in your industry?

A I think a great leader in any industry has to be prepared to listen, to learn from others. Never assume you have all the answers on your own or you cannot develop from those around you. In the care sector, the ability to stay calm is paramount. A quote I like to share with my team is, 'there is always a solution, we just haven't found it yet'. To be able to make a balanced decision with the best information possible is of the utmost importance.

Q How are you approaching the next phase of your career?

A My career has so far been based on hard work, commitment and building a lasting legacy. I would now like to build on my hard work and supplement this with what I feel is a missing element – a qualification I can hold in as much esteem as I do my working career. I never had the opportunity to study to degree level at a younger age – however I now feel I can achieve a lifelong goal by committing to a BA Hons Degree in Management and whilst I don't generally have regrets, getting a degree qualification at an earlier age is something I wish I had done. Obtaining a qualification to rubber stamp my knowledge and experience will feel like a great achievement and one I strive to accomplish.



Live well at home, your way

Home Instead understand that home is where you feel the happiest. If you want to stay living comfortably at home, you can live well, your way with Home Instead.

Home Instead has been at the forefront of specialised home care for the elderly and supporting those being cared for and their families for many years. Founded on personal experience, these family values remain at the core of everything they do.

Their award-winning care at home fits around their elderly clients life – it's tailored, it's flexible and it's adaptable. Whether they're looking for help getting dressed and showered, help around the house or companionship, Home Instead's trained CAREGivers are perfectly matched to it's clients.

We believe age should be celebrated and that everybody should be able to live happily, comfortably and independently at home.





Nicola Steele Service Field Manager



Maria Bramall – Office Managing Partner for South Yorkshire – spoke to Nicola Steele, Service Field Manager for Heras UK, about her career so far in a male-dominated industry, and how Heras have supported not only Nicola, but other women in the business as part of their aim to ensure the construction industry is inclusive and recognises talent and diversity.

Q Tell me about your current role?

A My team of Service Engineers are working on site, supporting large UK clients with maintenance of their perimeter protection products. I travel all over the country and make sure the team is OK from a wellbeing perspective, and that all the jobs are on track as well as looking after customer relations. I also make sure the team have all the training they need and do their payroll.

Q How have you found working in a male-dominated environment?

A My previous job was working in the engineering sector and the higher management expected women to sit in the office doing paperwork. Women were never invited to meetings. I pushed because I really wanted promotion and my boss really believed in me. The higher management team set me a long list of qualifications to achieve – most of which weren't relevant to the job. So I thought 'I'll show you!', and I did them all. They still decided it wasn't enough.

So when Heras approached me, I never looked back. They've supported me, there's an equal balance, with lots of women in senior positions – it's not male dominated here. They encourage you. The HR team include you and ask what training you'd like. They're just approachable – so, this is where I am and I'm really enjoying it.

Q Is there anything else they do to make you feel included?

A They're very encouraging. It's been a difficult time but as a business they keep looking at ways to improve. I'm going to start a degree and that would never have happened where I worked before. I feel they listen to me and if I can justify training they'll support me with it so long as it benefits the company.

Q What advice would you give to a woman going into a role in the construction industry?

A It's very much if you want to be in this industry you have to have a thick skin – I'm no wall flower, so you have to roll with the banter. You have to work at it – no one will hand it to you on a plate. You have to stand on your own two feet to be respected and treated as an equal. It's hard, but you need a company to support you like Heras. You have to get on with people, as you would in any industry.





Nicola Steele | Service Field Manager (continued)

Q What's your biggest challenge?

A Making that jump, leaving where I was and coming to Heras involved going into a field-based role with a product I wasn't so familiar with, so I had to build relationships with different teams to help build my knowledge. You have to be confident and go for it. If you have that desire to succeed then you will.

Q What's been the most rewarding thing about your career with Heras so far?

A Being treated as an equal, being included. They're very keen on health and safety and I'm part of that committee which would never have happened before - where I came from the men in the office did that whilst they were talking about motor racing!

At Heras we have a strong balanced team on the Health & Safety Committee - three men and three women.

Everyone's so approachable. Our HR department are so easy to work with and I can just call and chat and they're great. I've only been here two years but they're great at all levels and in all departments.

Q How has COVID-19 affected you in role?

A Well we're classed as key workers so we had to keep going - as we work with supermarkets and they've been very busy - their gates/barriers and perimeter protection need to be secure. It was all up in the air at the start - hotels closing, longer days, still travelling to London and Scotland in a day, it was tiring - I drove all the way to Scotland and didn't see another car - it was very strange.

Q What's been the high point of your career to date?

A I've never had a customer complaint and that's good going!

I've just done all the appraisals - we do 360 degree feedback, which is when a questionnaire is sent to various colleagues and my colleagues gave me really good feedback, so that was brilliant.

It's all about building the relationships and breaking down barriers, and building relationships with clients.

About Heras

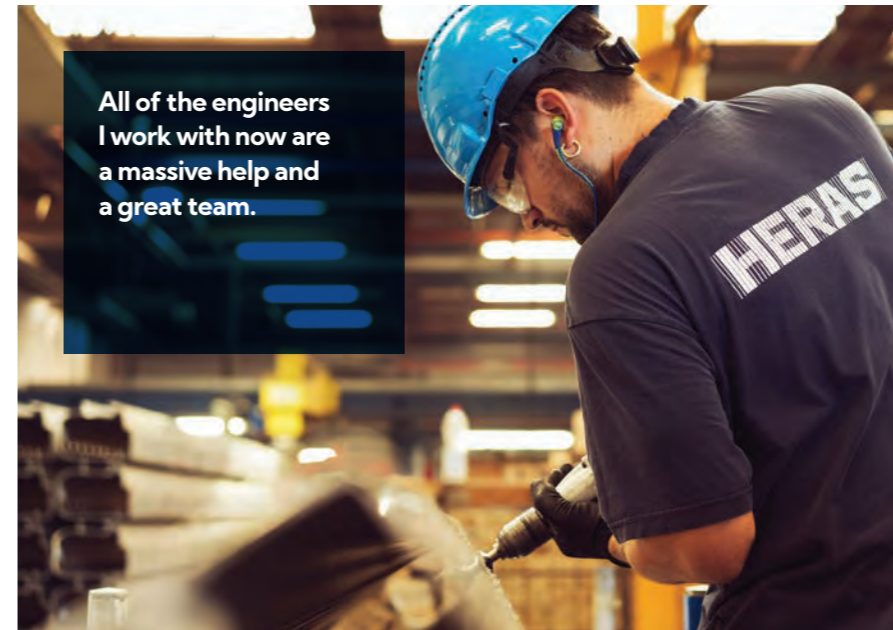
Heras is a leading European, end-to-end supplier of permanent and mobile perimeter protection solutions. We operate in over 24 countries and employ more than 1100 highly skilled experts.

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We design, manufacture, install and service temporary and permanent perimeter protection solutions for customers across business, community and industry sectors. Our perimeter protection solutions are comprised of products and services, including demarcation, entrance control, detection products and integrated systems along with project management, integration, installation, commissioning service and maintenance services. Our aim is to be recognised as Europe's premium perimeter protection brand, proven by our reliability, commitment and expertise.

Proven track record

Established in 1952, Heras has successfully met and exceeded these customer safety and security needs across Europe. It is this track record, combined with the ever-developing skill set of our personnel that enables us to say that we are the experts in perimeter protection.



All of the engineers I work with now are a massive help and a great team.

Q Is there anyone who has inspired you?

A My old boss, a fantastic guy. He believed in me, he pushed me to go for it.

I now have a great team which is headed up by Senior Engineer Chris who is also a fountain of knowledge in his field - he helps with the technical side when the engineers need assistance on site. All of the engineers I work with now are a massive help and a great team.

Also my Dad - he was an engineer, a very clever man. He worked all over the world and was apprentice trained. I'm hoping to go abroad in my current role - I think he'd be proud of me.

Q What do you think makes a good leader in the construction industry?

A I would say being adaptable - there will be issues, for example with deliveries or groundworks. It helps if you can be flexible and adaptable and move forward. You've got to be resourceful, and to look outside the box - find a solution without it being a disaster. Be patient. You have to be a good conversationalist to get the best out of people. You can't finger point and shout and show no respect - I always say treat people how you'd like to be treated. You get back what you give. It's important to be tactful.

Q What's next for you?

A I'd like to continue to gain qualifications, just to help improve how I work. I want to understand other departments and move towards Project Management - that goes hand in hand with my role. Maybe a role midway between me and my boss at some point in the future.



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