

# INSIGHTS

ENGINEERING & SCIENCE

2020 ISSUE 2

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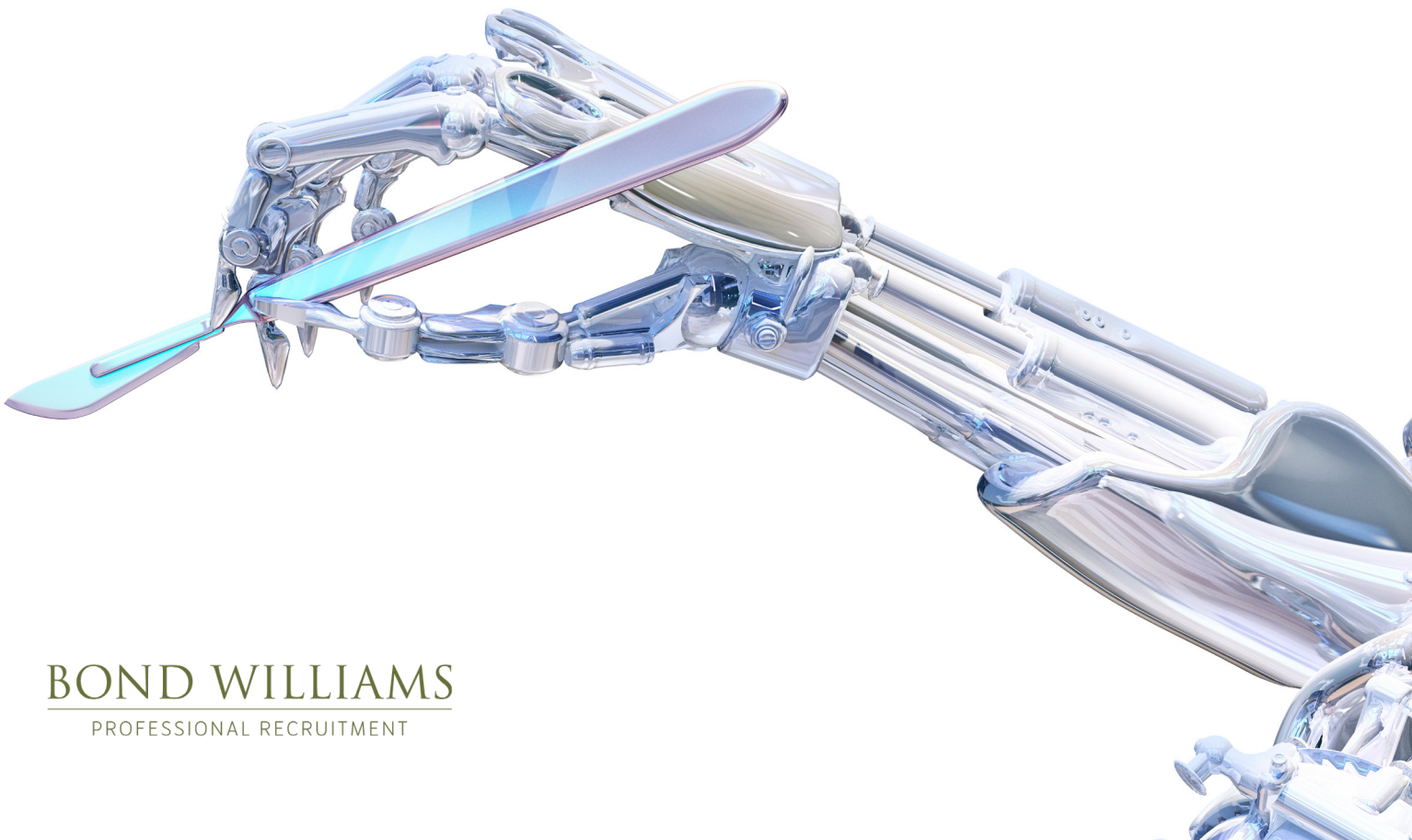
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COLLABORATING  
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WORKING THROUGH  
YOUR SCIENCE CAREER  
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# Hello and welcome TO ISSUE 2 OF ENGINEERING & SCIENCE INSIGHTS!

Firstly, a belated Happy New Year to all of you. And to celebrate the start of a new decade, we are now officially out of the European Union, which will hopefully go some way in improving a sustained period of uncertainty that has impacted many businesses' recruitment activity.

Compared to 10 years ago, we are now under pressure to improve the physical, mental and social wellbeing of our employees and face up to the widespread issues of climate change and mental health.

In this issue, we are discussing some of those issues, with a piece on how you can create a more eco-friendly office and a guest article from Mercer Marsh Benefits (formerly Jelf) on supporting employees with gender dysphoria.

We share advice on how to overcome some of the recruitment challenges facing the STEM sector and guest contributors reveal how to navigate your science career paradigm, why emotion is key to employee retention and minimising unconscious bias during candidate selection and interview.

In local news, find out why a US company has chosen Oxford as its UK and Ireland base and how workers rate the quality of life in the area.

Another theme is leadership and productivity – Rosemary Darby-Jenkins tells us how people managers aren't just born but also made and other articles cover tips on managing meetings and collaborating in business.

This issue also sees the launch of a free seminar programme and information on how you can secure your place on these upcoming educational events.

Looking ahead, we are already planning for our May issue. If there's something specific you'd like covered or would like to contribute your own article, do let us know.

## Rob

Robert Bond



If you would like to be involved or contribute to the next issue of Engineering & Science Insights, we'd love to hear from you.

Please email: [Peter.Knibbs@bondwilliams.co.uk](mailto:Peter.Knibbs@bondwilliams.co.uk)

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# WORKING THROUGH YOUR SCIENCE CAREER PARADIGMS

**Francis Crick (and James Watson) created a revolution in biology when they worked out that DNA was a double helix of paired nucleic acids. Their achievements won them a Nobel Prize, and Francis is now rightly celebrated in the prestigious research centre named after him in London - the Crick Centre.**

Some things people do deserve the label ‘revolutionary’. Not all of us are privileged to either create one, or participate in one, or even live through a time when one happens. That said, sometimes we are involved in decisions in our working lives that, for us, are ‘revolutionary’ - we decide to leave the security of our University position and become the CTO of the precarious, fledgling start-up that commercialises our research, or we decide to abandon one line of research we have been committed to for years and start working on a totally new protocol. Or we leave industry to work in academia.

### Revolutionary vs. normal

I was intrigued to visit the Crick Centre next to St Pancras the other day and just outside the entrance is a sculpture called Paradigm - Conrad Shawcross’ 14-metre high sculpture of twisting tetrahedra.

The sculpture is a material representation of a very famous idea in the History of Science, first coined by Philosopher of Science, Thomas Kuhn. He suggested that science does not advance in a smooth, linear progressive way through the accumulation of facts. His central notion is that science is made up of competing paradigms - long periods of relative stability known as ‘normal science’, punctuated by short, dramatic (sometimes even cataclysmic) periods referred to as ‘revolutionary science’. Much like our careers.

My first revolutionary career moment was when I decided to go to Cambridge in 1973 to complete a PhD that used Kuhn’s ideas as my unifying conceptual framework. There have been others in my career too, but for the most part in my day job, I’m doing something more akin to ‘normal science’.

### Career paradigms

A career can be thought of as a ‘paradigm’ – on the one hand, you have a normal way of seeing the world and doing things in your jobs and then on the other hand, there may be a daunting choice to make that could have a revolutionary impact on your future, perspectives and way you work.

My day-job consists of sitting with people at various stages of their STEM careers to help them make sense of what they have experienced as they consider important decisions about their careers:

- Shifting their research protocols
- Becoming research-group leader
- Going up the management track
- Running out of funding
- Losing interest in your core discipline
- Being tired of a ‘pillar-to-post’ life chasing project-funding
- Being made redundant
- Moving to another country
- Moving into business
- Joining a start-up
- Doing an MBA

Some of these we will navigate easily; some will feel like they are so obviously the right thing to do that there is no real decision to be made. But some will be disruptive, usher in a period of instability, a phase of uncertainty even a sense of crisis. Of course, everyone’s career is different, everyone’s sense of whether they feel fulfilled and satisfied by their progress (or lack of it) is unique and specific to them.

Both ‘periods’ of work can and do raise questions for people. ‘Normal science’ can be tedious and dull and repetitive, just as business-as-usual can be routinely mind-numbing. And periods of radical change can be refreshing and invigorating but scary and fear-inducing.

Having a sense of how it all fits together can be reassuring. Knowing that your chosen path is not just some random sequence of accidents and contingencies does help. Seeing the continuities from early interests through to current fascinations gives coherence to a career, to a life.

### Making Sense of it all

Working out for yourself what is the right thing to do for your career can be hard. For most people there will be one or two times in their life when they just don’t know how to move forward, they become lost, unsure of how to make the next move. Reading, thinking, talking to friends can help, but there is no substitute for stepping out of the busy business-as-usual and working with someone who can help you take stock, renew the vision you had for your life when you were fresh and believed the world was yours to conquer.

All of us need to learn from our mistakes, take charge of our choices and build our careers on a sound understanding of what our lives are telling us about ourselves. For some it is time for a revolution, for others, evolution is the order of the day.

If your current career paradigm is beginning to feel boring and constraining, or if you are currently in the midst of what can only be described as a revolution, help is at hand. Finding someone to work with to help you find a new foothold, a new field and a new context will pay dividends. onrad Shawcross’ twisted tetrahedra of his sculpture, Paradigm, in the words taken from the plaque on its base ‘provides a metaphor for potential: to grow; to advance; to discover - Its majestic form embodies boldness and courage.’ Maybe it’s time for some boldness and courage?

**Dr Nick Isbister is a Management Consultant and Executive Coach based near Oxford. His coaching practice includes a number of tech-based businesses, start-ups as well as many knowledge-workers in the City. He is the co-founder of the Listening Partnership and the originator of a ‘revolutionary’ way of helping people make sense of their careers, what he calls Transformational Narrative Coaching. He and his colleague, Jude Elliman have written about this in their book The Story So Far: Introduction to Transformational Narrative Coaching.**



# EMPLOYMENT LAW UPDATE

**As far as employment law changes are concerned, April tends to be the busiest time of year and 2020 looks to be no different. April will be upon us before we know it and it is important for companies to prepare in advance for changes which will impact the way they run their businesses and manage their staff.**

All companies should consider reviewing and updating, if necessary, contracts of employment, staff handbooks and other policy documents. In addition, employers should carefully scrutinise the intricacies of their working relationships with staff and other third parties, for example, contractors in view of these new laws.

It is important to ensure that contracts and staff handbooks are fit for purpose so that organisations ensure they do not fall foul of the new legislation and find themselves on the wrong end of a claim.

### Changes to IR35

Given the acknowledged shortage of skilled STEM graduates and workers in the UK, the sector relies heavily on contractors. The organisations employing contracted workers need to familiarise themselves with the IR35 changes coming into effect this year.

At present the IR35 Rules apply where an individual (worker) personally performs services for another person (client) through an intermediary (usually a personal service company or PSC). Currently it is the intermediary’s responsibility to determine whether IR35 applies.

This year, changes to IR35 Rules will be implemented for medium and large businesses in the private sector, including those in the STEM sector. The change will mean that the business itself will be responsible for determining a worker’s status.

The implementation date for this will be 6th April 2020.

We recommended that businesses affected by the reform consider the following:

1. Urgently engaging with existing contractors to determine whether the rules will apply to them
2. Putting procedures in place to determine if the rules apply to future engagements
3. Determining if the new rules will apply for any contracts that will extend beyond April 2020 (business are encouraged to use the ‘Check Employment Status for Tax’ service for this)
4. Looking at the breakdown of your current workforce (including those engaged through agencies and other intermediaries) to identify those individuals who are supplying their services through personal service companies

### Extension of the right to receive terms of employment

Currently all employers are required to provide basic terms and conditions to all employees. This means providing a written statement setting out the basic terms of employment for those employees whose employment lasts for one month or more. As things stand, this statement must be provided within two months of the employee’s start date.

Under the new legislation which will come into force in April this year, this statement must be given as soon as employees start employment. In a further change, the right to written terms and conditions will be extended to include “workers” as well as “employees”. Given the fact that this new obligation is to provide written terms from day one, employers should begin preparation of the statement during the recruitment stage and ensure that it includes every element of the new legal requirements.

Employers will also need to consider who

might qualify as a “worker” - for example. sub-contractors may be workers. We recommend employers use a separate template for employees and workers, some of whom may be subcontractors needing different terms.

### Parental Bereavement Leave

A Private Members Bill has been passed providing the right to leave for bereaved parents. The Bill, which became the Parental Bereavement (Leave and Pay) Act, will entitle employees who lose a child under the age of eighteen or suffer a still birth from the twenty fourth week of pregnancy to two weeks’ unpaid leave as a right from day one of their employment.

Again, this will come into force in April of this year.

We would recommend that employers start to prepare for this by considering implementing a written policy in relation to bereavement leave and/or amending current policies which are in place in staff handbooks.

Employers should also be mindful of religious and cultural requirements of staff around bereavement and be aware of the risk of race or religious discrimination claims that may arise from refused requests for time off for religious observances on death. Certain religions require a set time for such observance and employers should be considerate of this as well as giving some leniency to changes in performance, behaviour or absence.

If your business is affected by any of these changes, or if you require advice in relation to any employment law matter please to contact the specialist employment lawyers here at DPH Legal.



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# COLLABORATING IN BUSINESS



Collaborating in business is key if you want to grow. Like it or not, businesses don't grow and become successful through one person only – you need other people's expertise and skills as there are just so many parts to having and growing a successful business.

Collaboration is the process of two or more people (or organisations) working together to complete a task or achieve a goal. Collaboration is similar to cooperation. Teams that work collaboratively often access greater resources, recognition and rewards.

In its applied sense, 'collaboration is a purposeful relationship in which all parties strategically choose to cooperate in order to accomplish a shared outcome'.

## 8 reasons why collaboration is important

1. Helps with problem-solving
2. Brings people (and organisations) closer together
3. Enables people learn from each other
4. Opens up new channels for communication
5. Boosts morale across your organisation
6. Leads to higher retention rates
7. Makes us more efficient workers
8. Scale

So, we can see how collaboration might help us grow our businesses. However, it's always great to have some examples and a great example of a collaboration is Apple. Created by Steve Jobs and Steve Wozniak, they founded Apple in Cupertino, CA in 1976. They were good friends (going back to high school), and their shared interests were a crucial element of their success. Wozniak created the Apple I, and Jobs had

the foresight to know that selling the device was the best way to fund their company.

Their partnership only lasted a few years, but what they created was hugely successful. Their story demonstrates that collaborations should begin with a shared interest and each party should have something

useful to contribute.

Another great collaboration is that of Ben Cohen and Jerry Greenfield – Yes, Ben & Jerry's ice cream! They founded their ice cream company in 1978. They were middle school friends and had a shared interest in ice cream! (who doesn't?!). They invested their own money, each of them taking an equal financial risk. Successful collaborations are often built on this sort of equality and on passion.

One final collaboration is that of Paul McCartney and John Lennon. Of course, there are so many famous musical collaborations to choose from, but this partnership was certainly a strong one and one that is recognised many years later. Both individuals were highly competitive and would challenge each other to create the best they possibly could. John wrote Strawberry Fields and then Paul wrote Penny Lane. They constantly pushed each other to create and do better.

When thinking of collaborating with someone and/or with another organisation, there is a lot to consider, to ensure a successful partnership. Here are some tips on how to get things done:

1. Brainstorm everything and think BIG – it's then easier to plan and prioritise
2. Allow time for reflection – sometimes additional ideas come to mind

3. Refine and commit – prioritise what needs doing first, and put goals/timelines in place
4. Recognise and plan workload – plan, agree responsibilities and play to each other's strengths
5. Make it real – business name, companies house, web domain, logo, business cards
6. Put governance in place – meet or catchup regularly and be focussed on what to discuss
7. Balance commitments with existing commitments
8. Forecast and track spend – allocate budget, track it and make sensible decisions
9. Consider home/work life – it's very easy to be totally absorbed into the collaboration
10. Hold each other to account – it's a partnership, push each other and support each other



Never Lose sight of the dream!

We know the power of collaboration better than anyone. I with my own HR Consultancy business, Inspire Excellence, and James with his coaching consultancy, Momentum. Together, we collaborated to create MyPeopleClub – a new online platform for HR professionals, coaches and trainers, launching in March 2020.

You can find out more about our own collaboration, MyPeopleClub at [www.mypeopleclub.com](http://www.mypeopleclub.com) or on Facebook, @MyPeopleCLub



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A successful HR director, Krystyna has over 15 years' industry experience, has worked with large global organisations and is recognised as a leading figure within her field. She is one of the Co-Founders of MyPeopleClub, a new and unique community for people working in HR, Coaching & Training.

# SCIENCE FICTION IS BECOMING SCIENCE FACT



Science has never enjoyed the spotlight more than at the start of 2020, with the coronavirus – and the race for a vaccine – making front-page news with frightening frequency. While the outbreak will continue to dominate in the coming weeks, a more broad focus on the sector is happening, with British Science Week 2020 running from 6th to 15th March 2020.

This ten-day celebration of STEM (science, technology, engineering and maths) features a 'Smashing Stereotypes' campaign, designed to encourage STEM employees and researchers to share their stories about what they do in their day-to-day work. It is hoped the initiative will highlight the diversity of the STEM workforce, the broad range of jobs and careers available, and to reinforce that scientists are just like other people.

Trying desperately not to be overshadowed is the space sector. Although relegated down the ranks in terms of recent column inches, the discovery in February 2020 of the biggest cosmic explosion on record caused more than a ripple of excitement, and illustrates the type of once-in-a-lifetime discovery that may await those following a career path in the space sector. In a bid to whet the appetite of budding STEM and space sector workers, we think it's important for employers to share some of their more exciting projects within job descriptions to entice candidates. In the meantime, we've listed just seven mind-boggling advancements expected in the imminent future.

1. Nuclear fuelled space rockets - The Pentagon is working on new ways to move cargo between the Earth and the moon, and it is reported that the future of cosmic logistics could be nuclear powered rockets fuelled by low-enriched uranium.
2. Space-powered trainers – Adidas is hoping observations of how pellets move in zero gravity will lead to the development of a new midsole to be used in its Boost shoes. The sports brand is sending its pellets into orbit aboard the ISS in March 2020.
3. Super-boosted electric vehicle batteries – The recent discovery of a new carbon-silicon composite material

could soon power batteries in all electric cars, doubling the vehicles' driving range. The next step is to commercialise and mass produce the new composite for extensive use.

4. Asteroid deflector – Thanks to a few near misses, scientists are ramping up their activity to defend the Earth against potentially catastrophic asteroid strikes. Research at MIT proposes sending scout missions to analyse an asteroid's composition in hope they can launch a battering-ram type rocket to knock threatening asteroids off course.
5. A cure for paralysis – Medical researchers and scientists are working hard to find a cure for paralysis. Their method involves a machine-brain interface, which enables paralysed humans to control neuro-prostheses. Translated, this means mechanical, motorised limbs that respond to human thought are closer to development than ever before.
6. A new source of energy – Nuclear fusion is a hot topic in STEM. With greater funding in place, work to establish how we can harness the power of the sun in a contained reactor to form a renewable, safe, clean and cheap source of energy is now advancing at a rapid rate.
7. Fridges powered by elastic bands – If commercialisation is forthcoming, household fridges of the future could be powered by 'twistocaloric cooling' – the twisting and untwisting of elastic bands. Although pretty neat in isolation, this is part of the initiative to cut harmful global emissions, with STEM sector innovations leading the charge.

Hiring for Engineering, Science or Space roles? Contact our [specialist division](#) at Bond Williams in Oxford.





# HOW CAN EMPLOYERS SUPPORT STAFF WITH GENDER DYSPHORIA?

**Gender dysphoria is currently a hot topic of discussion. It has already been reported that demand for transgender healthcare is expected to accelerate.**

In fact, Dr James Palmer, the Medical Director for specialised services at NHS England said that referrals to adult services have increased by 240% over the last five years and nearly two million Britons could question their gender in the coming years. In the future he expects up to 3% of the population to make contact with transgender health services at some point in their lives.'

## What is gender dysphoria?

Gender dysphoria, sometimes known as gender identity disorder (GID), is a diagnosable medical condition, where a person experiences discomfort and distress because of a mismatch between their biological sex (assigned at birth) and their gender identity (the gender a person identifies with).

There are no physical symptoms of gender dysphoria, but people may experience and display a range of feelings and behaviours. In some cases, medical treatment is appropriate and aims to help people live the way they want to, in their preferred gender identity.

## Gender dysphoria treatment

Gender reassignment can be a very lengthy process, often taking years from the initial consultation to completion of treatment. There can also be a wide range of supporting treatments and ongoing drugs in addition to the surgical requirements.

Adults with gender dysphoria should be referred to a Gender Identity Clinic. But with only eight NHS commissioned Gender Identity Clinics, there can be up to a two-year wait following GP referral. These clinics offer ongoing assessments, treatments and the appropriate support and advice for people with gender dysphoria.

The NHS guidelines state that the individual will have to live as their chosen gender role

for at least two years and then satisfy the Gender Recognition Panel that they intend to do so for the rest of their lives. They will then be eligible to proceed with surgery.

However, there is no defined treatment pathway and the gender dysphoria treatment chosen will vary from person to person. Some trans individuals will live permanently in the gender role that is most comfortable for them without ever seeking medical treatment.

In many cases people who are experiencing transgenderism have a combination of hormone medication and surgery. The social gender role transition is usually completed within two years and surgery can be considered to permanently alter a person's sex.

## What are other employers doing to support staff with gender dysphoria?

Employers are striving to be diverse and inclusive towards their staff. And employees who feel supported and able to be their authentic selves, are less likely to suffer stress and anxiety that can lead to mental health issues.

Mercer has already announced that they now offer trans benefits for treatment of gender dysphoria as part of its UK employee private medical insurance scheme. This incorporates comprehensive cover for gender dysphoria including consultations, diagnosis, mental health and surgical treatment.

The insurance industry is already responding to demand from larger organisations to develop products that include treatment for gender dysphoria.

The options available vary from provider to provider. For example, some will offer optional benefits to larger corporate clients who are either self-funded (via a healthcare trust or cost-plus type funding arrangement)

or fully insured but of a sufficient size to cover the additional claims cost.

Most providers have started to include benefits for gender dysphoria, focusing on either the physiological or surgical aspects of treatment, or in some cases, both. But they have stated any cases will have to follow the NHS guidelines before surgery is authorised, which includes two years of psychological adjustment and hormone therapy.

However, some insurers believe that further due diligence is required to understand the skills and expertise of private surgical facilities, including how they are regulated and how their services interact with the NHS to ensure continuity of care, should the member's private healthcare benefit cease.

Although gender dysphoria is increasingly talked about, there are still a lot of unanswered questions and the full cost of treatment is relatively unknown.

Employers looking to offer benefits for employees with gender dysphoria should be aware of the possible requirements for ongoing treatment for this patient group, such as psychological support to treatment of complications. Also, you must be clear on the level of cover available under any benefit including guidance on underwriting, any operational constraints to NHS transfer and family cover.

Unfortunately, we are a way off yet from insurers offering universal and blanket coverage for gender dysphoria and other associated conditions. However, progress is being made towards the inclusion of gender confirmation benefits to corporate healthcare plans. It is important for employers to obtain expert input to ensure their benefit structures are consistent with the level of support they plan to offer, as well as the overall message they wish to convey to their employees.

'Health Insurance Daily' 'In the spotlight: Transgender and gender identification', Dec 2018



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# REVEALED - QUALITY OF LIFE IN OXFORD ACCORDING TO REGION'S WORKERS

**A recent survey has revealed the best and the worst aspects of living and working in Oxfordshire. Conducted by Advanced Oxford - a business membership organisation striving for the long-term development of the region - the purpose of the research was to understand what improvements are needed to make Oxford a dynamic and prosperous place to live and work.**

While other issues that impact growth such as housing, transport and skills are also important, these results expose the living experience of those who live in or commute to the area and will be used to engage with local and regional government.

## What did the survey tell us?

Of the hundreds of survey participants:

- 52% female, 46% male
- 51% aged between 35-54; 43% aged between 16-34
- 54% have annual incomes between £25,001-£50,000 and 28% earn more than £50,001
- 66% work in professional occupations; 15% are managers, directors or senior officials
- 84% have worked for their organisations for more than 6 months; 37% more than 2 years

Oxfordshire is a good place to live and work - Respondents appreciate access to jobs and the region as a good location to work (59%), easy access to green spaces and the countryside matters (47%), as well as the cultural life of Oxford/Oxfordshire. People cited transport links and access to major cities as a positive and low crime also features as something that is valued.

The job matters - The majority (95%) are working in Oxford/Oxfordshire-based R&D companies because of the specific job or role that they hold; working near other high skilled industries is important and was mentioned by around a third of respondents. Getting to work - Many participants value the ease of getting to work (42%); but just over a half spend more than 30 minutes commuting, increasing to over an hour for 15%. Almost a quarter cycle to work, and while a further

25% of respondents also use some form of public transport at times, people still rely heavily on their cars. Around a half of the people we surveyed have the opportunity to work from home and are generally supported by good broadband connectivity.

## Improvements are needed

The worse aspects of life are dominated by issues around the cost of housing, poor transport links, congestion and the cost of living in the region when compared to other areas within the south east of England. Almost nine in 10 agreed that Oxfordshire is an expensive place to live, 75% think there is a poor range of quality housing to buy and 48% say the same of rental properties. Of the 23% of respondents who live outside Oxfordshire, over half of them said that the cost of housing is one of the factors stopping them from living within the county.

While access to cities and transport links are considered positives, 66% thought this was also one of the worst parts of working in Oxfordshire with 69% also agreeing that congestion was worse than other areas.

In conclusion, it is clear that the quality of life in Oxford is good, but that it comes at a cost - specifically the high cost of housing and living, as well as poor access to transport links. These three were cited as the main deal breakers that would 'definitely stop them working in the area' and when asked what one aspect they would improve in the region, 41% stated the road network and traffic congestion.

Advanced Oxford has used the results to validate areas of focus, future work and priorities. In addition, they have been sharing the results with local government and

Oxfordshire LEP, using the data to support influencing work on policy areas including housing, transport and infrastructure development. In particular, the results around housing costs and availability has been invaluable in engagement with a number of local authorities around planning and development issues.

Looking forward, the members of Advanced Oxford are planning an examination of skills and talent requirements in Oxfordshire. This will identify the skills and talent pipeline for innovation-based companies in the region, what skills gaps currently exist, which types of roles are a struggle to fill and where companies find their talent.

## About Advanced Oxford

Advanced Oxford was set up in response to the Oxford Innovation Engine Update report, which identified the need for stronger engagement from innovative businesses in Oxfordshire to develop the region as a centre of excellence and innovation. The organisation, made up of senior leaders from the area's major knowledge-intensive businesses, is self-funded and research-led, providing analysis and a united voice for members. Their work aims to address key issues affecting the development of the innovation ecosystem in the Oxford region and to support and inform key stakeholders involved in the development of the business environment, infrastructure and policy.

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**Sarah Haywood has a background in leadership, management and policy. She has worked in NHS management, pharmaceutical R&D operations and was a senior civil servant in the Department for Business. In 2014 she set up the life sciences organisation, MedCity, where she is still a Director and board member. She joined Advanced Oxford in July 2019.**







# OXFORDSHIRE CHOSEN AS UK AND IRELAND BASE FOR ROBOTIC SURGERY BUSINESS

**Oxford Science Park's latest arrival is Intuitive, which develops innovative, minimally invasive surgical platforms and future diagnostic tools to help solve complex healthcare challenges around the world.**

The company was founded in the USA in 1995 with a belief that minimally invasive care is life-enhancing care. Over the past two decades, the company's da Vinci robotic-assisted surgical system has taken robotic-assisted surgery from 'science fiction' to reality. Da Vinci by Intuitive can be used to perform soft tissue surgical procedures, across a variety of specialty areas including urology, gynaecology, thoracic and colorectal, among others.

Since the first da Vinci system was installed, over six million procedures have been performed by tens of thousands of surgeons worldwide. There are currently more than 80 da Vinci systems installed at hospitals in the UK and Ireland, with more than 18,000 procedures completed annually.

In recognition of the importance of the UK market and the need to work closely with both NHS trusts and private hospitals to support the increasing adoption of robotic-assisted procedures, a centrally-located country management hub became essential for Intuitive. Phil Bradshaw, General Manager UK and Ireland at Intuitive, said: "Our first port of call was the Department for International Trade who have a well-established process for matching incoming companies to regions that match their requirements.

"It was incredibly straightforward. DIT gave guidance and helped inform our thinking, as did the LEPs, initially through sending background information and then facilitating visits to several sites." Sebastian Johnson, Head of Innovation and Inward Investment at the Oxfordshire Local Enterprise Partnership (OxLEP), received the DIT's request in respect of Intuitive. He said: "We get scores of requests direct and via the DIT every year, especially in respect of companies in the life sciences or robotics sectors, where the county has particular strengths."

What OxLEP was able to offer Intuitive was a pre-eminent location for life science companies in the UK, and around the world. Not only is it home to one of the world's greatest universities, but Oxfordshire is also home to many world-leading life sciences businesses, and a renowned NHS teaching trust.

The Oxfordshire cluster spans a range of life science enterprises including drug discovery and development, diagnostics, medical devices, digital health, precision medicine and regenerative medicine. This diversity forms an ecosystem for innovation, which is supported by over 25,000 employees with critical skills in the life sciences and healthcare, some 6% of the population. Its geographically central location, with easy access to London Heathrow and other transport hubs, only adds to the appeal.

"We came on a visit which took in science parks at different stages of development and with communities specialising in different aspects of medical science," continues Phil Bradshaw. "We were particularly attracted to the scientific focus at the Oxford Science Park and we decided to take space in a prime location within the new Schrödinger Building, a £13 million state of the art office and laboratory facility near to the existing Sadler Building, the focal point of the site."

In the next year, Intuitive will continue to grow its presence in Oxford and across the UK, with many of the new team members located at their new Oxford HQ and robotic training facility.

Phil Bradshaw concludes: "OxLEP has already introduced us to a number of like-minded organisations in the county and it's great to start putting down firm roots. We look forward to becoming an integral part of the vibrant life sciences sector here in Oxfordshire."

**Author: Rob Panting, Communications Manager, OxLEP**  
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**The Oxfordshire Local Enterprise Partnership (OxLEP) is responsible for championing and developing the Oxfordshire economy. Our vision for Oxfordshire is for it to be: 'a vibrant, sustainable, inclusive, world-leading economy - driven by innovation, enterprise and research excellence.'**



## 8 WAYS TO MANAGE MEETINGS

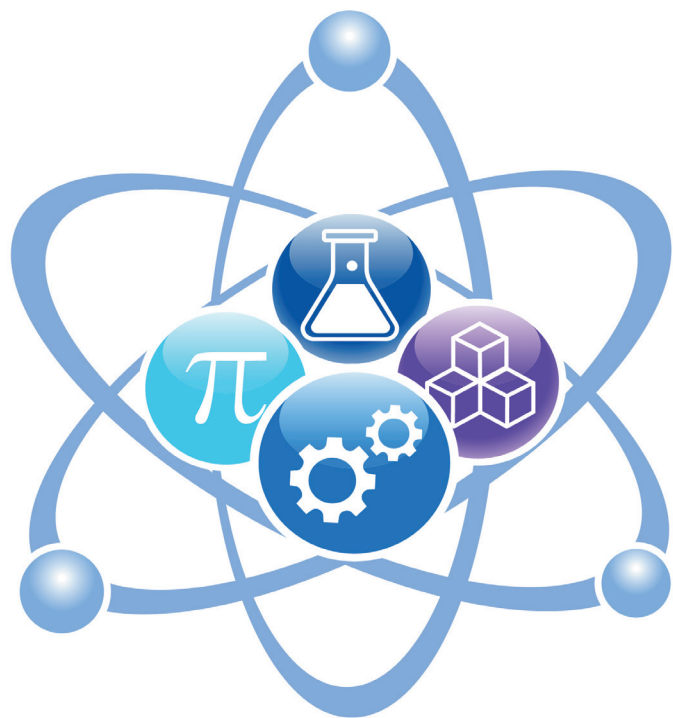
Meetings are one of productivity's biggest killers, zapping time and taking people away from core tasks. Preparing for meetings, having meetings about meetings, attending the 'big' meeting and debriefing about the meeting that just took place – no wonder many workers are searching for a more effective way to discuss in a group setting.

It has become such an issue that a governance technology firm, eShare, set out to quantify just how much time was spent and money wasted on meetings. It surveyed 1,000 office workers across the UK and found an average employee spends 10 hours and 42 minutes each week preparing for and attending 4.4 meetings, with 2.6 of those deemed unnecessary. This is estimated to cost the UK's 5.4 million businesses about £191 billion a year.

At the extreme end of the spectrum is Elon Musk's advice – including walking out of meetings when they waste your time and opting out of large meetings – but at Bond Williams, we prefer the more rational tips below:

- 1 Only invite the essential people** – if your aim is to cut down the duration of meetings – which average at 1 hour and 19 minutes, with an extra 1 hour 8 minutes for pre-meeting prep – consider inviting a reduced number of attendees and keep others in the loop by circulating the minutes.
- 2 Use one-to-ones and emails** – many matters can be discussed and decisions made without a huge gathering, so go directly to the person you need or communicate via email. Any resolutions or opinions can be fed to the person who called the meeting and reported without the need for a drawn-out process.
- 3 Always circulate an agenda** – the most focused meetings have an agenda and it works best if this is circulated beforehand, giving attendees the chance to add their own points. Sticking to the agenda will avoid long meetings full of small asides, tangents and unrelated points. If the meeting is a follow up, it can also be helpful to use the previous set of minutes as an agenda but leave time for an 'any other business' conclusion.
- 4 Set a timer** - it can be helpful to set a duration for the meeting before it begins – say one hour – and cross reference the agenda against the clock to stop it from overrunning. Anything not covered can be addressed using the communication methods in point 2.
- 5 Call a stand up meeting** - Stanford Business School held a study with 56 work teams who had stand-up meetings vs. 55 groups holding seated meetings. In the stand-up meetings, groups took 34% less time making decisions, with no real difference in the quality of the decision.
- 6 Hold a walking meeting** – from Steve Jobs to Sigmund Freud, many iconic figures have favoured walking meetings for their ability to focus the mind and communicate more clearly. It's all down to increased oxygen and better blood flow – and perhaps shortness of breath – that prompts people to cut to the chase and stop rambling.
- 7 Take notes** – Richard Branson once said that he was surprised that he was the only person taking notes in meetings he attended. Always go prepared with a notebook and pen so you can record key findings, action points and deadlines. These can be quickly consolidated into a 'to do' list before anything is forgotten.
- 8 Make minutes matter** – before any meeting begins, ensure you agree that somebody will minute the meeting and circulate the notes as soon as possible. It's important for the minutes to reflect what is expected of people and who has been assigned tasks – it's a great way to ensure work gets done and accountability is created.





# CHALLENGES AS THE STEM SECTOR GROWS

As we enter a new decade we can look forward to essential growth within the STEM sectors across the country. Oxfordshire is a prime example of these growth plans, with initiatives like the government's pledge of £220 million for the STEP nuclear fusion project, creating hundreds of jobs at Culham, and Harwell's plans to have an extra 4,000 people working in the space industry on the campus by 2030, it's clear there are big plans afoot. However, further development in these industries do come with growing pains, and there are numerous challenges that have been identified as potential barriers to achieving what is required to ensure the UK and Oxfordshire remains at the forefront of technological advancement.

## Challenge 1: Gender Imbalance

According to The Oxfordshire Local Enterprise Partnership (OxLEP), in the ten years leading up to 2025 there will be 22,000 new jobs created in the County (not including existing positions that will need back-filling due to retirement etc.) and the sectors that will see a lot of these new opportunities are the Space & Satellite, Life Sciences, Biotech and Manufacturing Industries; all cornerstones of Oxfordshire's STEM sector offering.

Diversity and inclusion should be a priority at the forefront of any company's hiring strategy, encouraging applications from the whole of society. While it is true that the culture of many tech startups adhere to this philosophy it is undeniable that if STEM sectors are to achieve the required growth the proportion of the workforce made of women, currently less than a quarter, will need to substantially increase. While in real terms the number of women

in these industries has increased by nearly 400,000 in the last ten years, the percentage of new jobs being filled by females has remained at about 16% for that entire period. This is why the work that organisations such as Wise and the 'Women in STEM' campaigns are more important than ever to drive initiatives to try and address the imbalance in these key sectors.

## Challenge 2: Decline in Apprenticeships

With all under 18's now required to be in some form of education or training, there is a lot of choice for young people when choosing their career paths and since the Government increased spending in this area in 2010, there has been a sharp rise in the amount of apprenticeships being taken up. This has traditionally been popular as a gateway into a career in engineering, in particular. That being said, the 60,000 apprenticeships taken up in engineering and manufacturing in 2018/19 only accounts for 15% of the total number across all sectors, and since the introduction of the apprenticeship levy the total number of apprenticeships nationally has seen a sharp decrease in numbers, although it has to be said that is something the government predicted when it was introduced, they do expect there to be long term gains as a result of the levy. This recent decline, seeing 20% less starts in engineering apprenticeships in the last couple of years will need to be addressed and hopefully improved upon if the sector is to funnel as many young people as possible into these careers. Engagement is key it seems and initiatives to get young people more interested in engineering (and science and maths) careers are definitely something

that the sectors are conscious of and are making good efforts in, with the support of organisations like Engineering UK. Hopefully this can mean STEM sectors increase their market share of future apprenticeships.

## Challenge 3: Recruiting and Retaining Skilled Staff

As a specialist recruiter for STEM sector clients in and around Oxfordshire, Bond Williams knows only too well of the challenges growing companies face in hiring skilled staff to support their expansion. In fact, a recent survey we conducted suggested that over a quarter of our clients believe that a shortage of suitable staff will be their biggest recruitment challenge in 2020. The well documented 'war for talent' is characterised in Oxfordshire by intense competition with a higher concentration of STEM sector companies than anywhere else in the UK. Throw in the fact that the cost of living is the highest in the UK outside of London, coupled with concerns over Brexit, not to mention the issue of an ageing workforce it is clear that companies in the local area have their work cut out when they are looking for that next critical hire.

The simplest solution to attempt to solve some of these issues around recruitment, is to seek professional help. Whatever the role, or sector, choosing a specialist recruiter with intimate knowledge of the local market who can quickly get to grips with your hiring strategy will stand any organisation in good stead and potentially provide the competitive edge required to help drive growth.

# PEOPLE MANAGERS: NATURE OR NURTURE?



For most ambitious employees, the measure of success, the pinnacle of their career lies straight ahead in a path towards management. We're pretty traditional in our view of what success looks like - a bigger, more important title and more money..... Becoming the office equivalent of a coach is what most employees are conditioned to aspire to, even if it's not the best fit for them and their natural skillset.

The management role is very often given to the best performer in the role below, but not everyone is cut out for a role that requires setting aside doing the work in favour of empowering and developing others to do the work. So, can anyone, with enough desire and proper training, become a manager? Are good managers born or made?

## The answer is both

There are some managers who instinctively 'get' the basics of how to bring out the best in others – they understand that management is definitely not a one size fits all approach, that everyone is different and that, in order to get the best out of others, you need to understand what makes them tick, what they want from work and what animates them to work well.

You need to flex your style to suit the needs of the recipient. They also recognise that, if they invest their time in coaching and developing their people, they will achieve on their behalf. They have let go of their previous doing role, actively made the transition from team member to team manager and recognise the importance of doing so. They recognise the importance of regular communication and the importance of listening. They are born managers.

I also believe that, with the right training and development and the right attitude, those who are not genetically predisposed to working with and through others, those who don't instinctively 'get it', can learn how to be good managers. However, we need to

appreciate that learning to manage others requires a very significant commitment, just like learning to play the piano or becoming a technical expert. If we appoint the best individual performers and we don't do training, we are bound to have problems.

Many managers struggle to make the shift from doing to managing - they spend a lot of time trying to do the work they used to be good at and not enough time coaching, supporting and helping to develop their people to do that work instead. But, if you're not one of that minority group of managers who instinctively just 'gets it', how are you supposed to be any different if no one teaches you? Many companies simply don't invest in management training. In fact, many companies don't invest in training of any kind, full stop.

## Teaching and training is key

Having spent 30 years as an HR professional, I have seen a few of the first category of people managers and many of the second category. My last job in the corporate world was as HR Business Partner in a local insurance company with a large call centre. Most of the team leaders were either school leavers or new graduates who had been promoted from within their teams and found themselves with limited life experience managing their peers – and struggling.

As a result, I developed a series of workshops, to equip them with the knowledge and confidence they needed to make the transition from team member to

team manager. I have built on and refined the content over the years and delivered the programme both in-house and, more recently, as an open programme where managers from all different businesses come together to learn, share their frustrations and build their confidence. The feedback has been incredibly positive and we have a few spaces left on this year's programme.

The programme is made up of 7 half day modules:

1. Introduction to management and understanding what motivates you and others
2. Handling difficult conversations
3. Managing absence
4. Conducting appraisals and managing performance
5. Discipline and grievance
6. Delegation, time management and leadership styles
7. Recruitment and selection and understanding more about personality types.

The workshops will be held once a month in the boardroom of Bond Williams Professional Recruitment, Heliting House, Richmond Hill, Bournemouth. Dates are yet to be confirmed but will likely run from March to November, with a break in August.

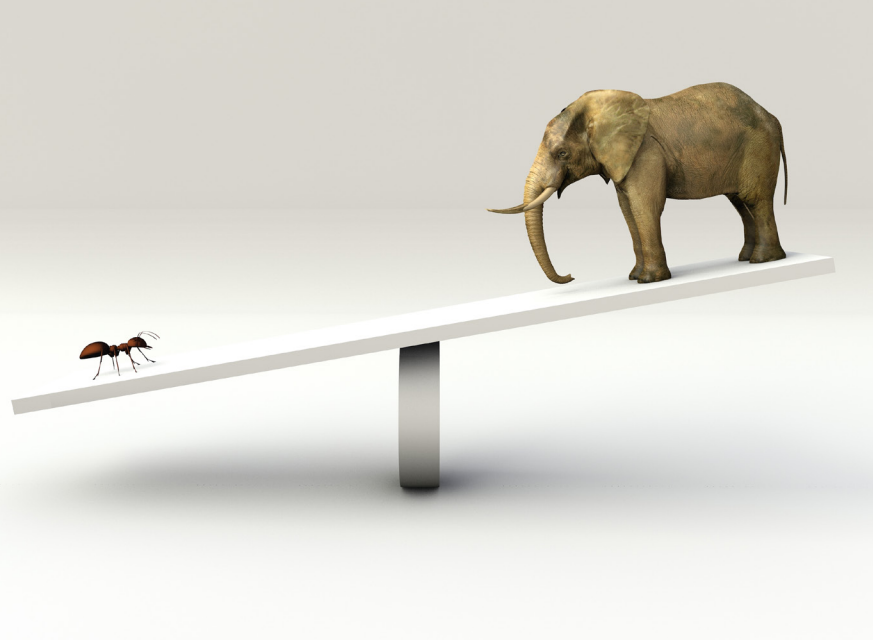
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**Rosemary has over 30 years' experience in HR for the private and public sector and now runs her own Dorset-based consultancy. She and her team specialise in employee relations, change management, HR strategy, organisational development and reward and job evaluation.**

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HR SOLUTIONS



# Unconscious bias – An internal perspective

**Unconscious bias is natural, it happens automatically and is unintended. It's our brains making quick judgements on people and situations based on our own backgrounds, social experiences and identities. It is important to remember that our unconscious bias may not reflect our conscious values and therefore we must acknowledge and challenge it.**

Within the recruitment process there are many opportunities for unconscious bias to occur from the first CV sift to the face to face interview. Judgements can be made on gender, age, where people go to school, when they left education, charities they may have volunteered for and where they live even.

It is possible you might see that you and the candidate have some shared experiences and assume they might be a better fit for the role than someone who appears vastly different to you on paper. You may meet a candidate and be encouraged by their enthusiasm and make some assumptions about their capabilities. However, if you challenge these assumptions you may find that you are interviewing an extrovert who is naturally good at promoting themselves but may not be the most qualified person for the role.

Regardless of whether our mind frames a bias positively or negatively, it can still lead to an unfair outcome.

## The impact

Unconscious bias can exclude excellent candidates, leading to businesses potentially missing out on talent. It can also deprive organisations from the benefits of diversity and in worse cases, be discriminatory if the

unconscious bias is related to a protected characteristic.

While it's only natural to take the information you have and quickly and unconsciously process it to reflect your own identities and experiences, recruiters and hiring managers need to make a concerted effort to acknowledge unconscious bias and start actively challenging it.

## Re-wiring the 'gut feeling'

Eliminating unconscious bias is virtually impossible given the unconscious element of these deeply ingrained beliefs. It can, however, be mitigated. Unconscious bias is a major barrier to workplace diversity and inclusion as it unintentionally hinders diversity hiring initiatives.

Measures you can take to minimise unconscious bias and advance equality in recruitment include being clear about what you want from a candidate and ensuring that your job adverts, interview questions and panels are set up in a way that focus on WHAT the job requirements actually are and not WHO you think you want in post. Ensure that the interview process is structured to allow for fairness and parity and if there are the resources, ensure that candidates have an opportunity to meet more than one person within the organisation. Salary negotiations

should be framed around clear pay structures, again to ensure fairness and parity.

Be thoughtful and creative about where you are advertising roles, especially if you are keen to create a truly diverse workforce. Ensure that your organisation is appealing to all and has a reputation for being inclusive and fair.

## Seek support

There are many good training providers out there, and some not so good, who deliver courses on how to mitigate unconscious bias. When trying to find a provider to work with, make sure that they are thoughtful in their approach to this and ensure that they give people the opportunity to reflect on their own biases and give them the tools to mitigate against them. If you want a quick fix in the meantime, there are some good Ted Talks out there that are quite thought provoking.

We have all likely been on the receiving end of unconscious bias – from my CV you might be able to work out my gender, age and qualifications and will be unconsciously processing this information to reflect your own experiences and views. The key is that we are aware unconscious bias exists and try to check ourselves if we are committed to ensuring the best person for the role is the one who gets it.



## STAFF SPOTLIGHT

### LAURENCE DOHERTY SENIOR RECRUITMENT CONSULTANT

**We got the chance to spend 5 minutes with one of our Engineering, Science and Space specialists from the Oxford office to pick his brains.**

#### Give a potted history of your career to date.

I have had a varied career including sales, teaching, web development and recruitment. I have been a recruiter for about 13 years.

#### Why did you get into recruitment?

I completed my PGCE but felt that teaching was not for me. I did some supply teaching and liked the idea of being a recruitment consultant, so I got a job at my local recruitment agency providing teachers to local schools and the rest is history.

#### What qualifications do you have?

I have a BA and an MA in Fine Art and a PGCE in Secondary Art & Design as well as a CertRP in Recruitment.

#### What do you think makes a great recruitment consultant?

Consistency and tenacity are key to being successful in recruitment.

#### Your biggest achievement at Bond Williams?

Helping the team exceed financial targets.

#### Your biggest achievement in life?

I like setting up new businesses and I have been fortunate enough to have founded some companies that were successful and later acquired which have enabled me to provide for my family.

#### Always wanted to travel to...?

India.

#### Always wanted to learn how to...?

Speak French and Spanish.

#### If I weren't a recruitment consultant, I would be...?

An artist.

#### People would be surprised to know this about me?

I am good at magic!

#### Motto in life or something you strongly believe in?

Don't sweat the small stuff.

**Author: Carrie-Lee Fassinger, Senior HR Professional**

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**Carrie is a senior HR professional with experience in generalist, training and inclusion roles. She has acted as a subject matter expert on Equalities Committees, played a key role in the development of gender pay gap reports and provided extensive advice and training on diversity and inclusion in the workplace.**





# HOW TO CREATE AN ECO OFFICE

BEING GREENER AND MORE ECO CONSCIOUS IS AT THE FOREFRONT OF POLICY RIGHT NOW, WITH NUMEROUS CAMPAIGNS GATHERING MOMENTUM AND THE PHRASE 'CLIMATE EMERGENCY' MAKING IT INTO THE OXFORD ENGLISH DICTIONARY IN 2019.

In January, Big Energy Saving Week aimed to make us think of what we can do in the home, but we can also apply better eco credentials to the workplace.

Facilities and office managers are the obvious drivers of professional eco change but don't underestimate employee power. Collective voices can alter the direction a company is travelling in so if you feel strongly enough about energy saving, and have likeminded colleagues, why not start a movement for change? Here are seven ideas you can propose or adopt:

1. **Install lockers, showers and bike racks** – Cycling is far kinder to the environment than driving and many are tempted to take the two-wheeled commuter option thanks to improving cycle lanes. What deters people, however, are workplaces with a lack of cyclist-friendly facilities. Lockers, showers and secure bike storage will encourage workers to saddle up, with these facilities also appealing to those who run to and from work.
2. **Opt for hybrid and electric cars** – If your business has pool or company cars, you can cut emissions by switching to hybrid or all electric options. The Ultra Low Company initiative is aimed at encouraging UK businesses to embrace electric vehicles, with Microsoft UK, University of Birmingham and the London Fire Brigade among the first

to be awarded 'Go Ultra Low Company' status.

3. **Be appliance smart** – Offices across the UK are crammed full of appliances, from photocopiers and printers to computer monitors and coffee machines. In 2019, McDonalds started to use more energy efficient appliances to cut energy wastage by 25% and workplaces can follow suit. Efforts can be as simple as turning off items rather than leaving them on standby and recycling broken electronics to replacing all items with the latest energy efficient versions and installing motion-sensor lights to cut the drain on the National Grid.
4. **Give staff a green kit** – The mantra 'reuse, reduce, recycle' can be helped along by employers. A green kit should be issued to all workers, with the aim of encouraging a more eco lifestyle both at home and in the office. You could include items such as a refillable water bottle, a re-usable shopping bag and coffee cup, a set of bamboo cutlery, LED light bulbs and a solar USB charger.
5. **Overhaul the stationary cupboard** – Did you know forests the size of 90 tennis courts are cut down every minute to supply wood to make wooden pencils? To combat this, you can buy recycled pencils, along with biodegradable pens made from renewable material, compostable packing materials and tape, wooden paperclips and staple-

free staplers that cut down on metal manufacturing. It goes without saying, printers and photocopies should run on recycled paper.

6. **Reduce plastic reliance** – Plastic is not fantastic. Big names including Asda, Costa Coffee and Evian are doing more to reduce their reliance on plastic and it is possible for your office to significantly reduce plastic use. In addition to incorporating some of the ideas above, employers can: ban the use of disposable plastic cups and bottles; replace water coolers with a mains-fed filtered drinking water system and water fountains; provide more plastic recycling points; buy milk in glass bottles; use refillable soap dispensers and cleaning products; request zero plastic packaging when ordering online and carry out a waste audit.
7. **Start an office garden** – All you need is enough space for a few pots and a watering can (a water butt or grey water recycling is even better), and you're ready to grow your own. Cutting down on air miles and packaging can be achieved with a few pots by the front door to grow tomatoes and strawberries. No outside space? No problem! There are a variety of edible items you can grow in pots on window sills, such as herbs, salad leaves, chillies and cress. Or why not install a vertical living wall?



## WHY EMOTION IS KEY TO EMPLOYEE RETENTION

Often, there is a lack of clarity around what is expected from staff members and how to engender the culture a company is promoting. Without tangible details underpinning these values, there is no way for people to develop their behaviour to match with the desired culture, ultimately effecting employee retention.

### Emotion is the key

When it comes to addressing employee retention, we're hard-wired to connect, so emotion is key. We're born and pre-programmed to form attachments that we need to survive. So when we don't connect, it hurts.

Here is some factual data. When we don't connect the area that lights up in the brain when we experience physical pain – the anterior cingulate – is the exact same area that lights up when we feel 'social pain'. Chronic physical pain is exhausting. The same is true for chronic social pain. It stands to reason then, that a disconnected workforce is an exhausted, stressed and often, burnt out one.

Emotions can both support and provide a barrier to connection, so we need to start talking about them if we are to enable organisations to 'get connected' and retain good people. However, we rarely see 'emotion' and 'business' in the same sentence. Traditionally we don't talk about our feelings and emotions at work, often leaving them at home and just getting on with it.

But let's not forget that we're all human. We all feel. Talking about our feelings and emotions can feel difficult but doing this can bring about incredible transformations that have a real impact on business performance. Getting more connected to ourselves means we can become more connected to others.

### Blurring the lines

A 'business person' is defined as someone undertaking activities for the purpose of generating cash flow, sales and revenue with a view to fuelling business growth and development. A 'humanitarian' is someone seeking to promote human welfare. The two are often seen as mutually exclusive, but why should they be? Someone fuelling business growth and at the same time promoting human welfare is the perfect combination to drive connection, high performance and employee retention. The lines need to be blurred.

By creating an environment where people are allowed to be human, businesses can create cultures which have wellbeing at their heart, minimising absenteeism, presenteeism and underperformance caused by poor mental health. The most successful businesses retaining their staff are those who are brave enough to get underneath the real cultural issues within their organisation, and not just tick boxes.

In a business climate where wellbeing, trust and connection are at the top of many agendas, the only way to create this type

of culture is for someone to go first. Being honest about how you are really feeling is key.

Unless you act as the role model in your business, for your team, for your managers and for yourself, nothing will change. Nothing will last.

For years we have been taught to 'put on a brave face' but what we now know to be true is that this leads to burnout, absenteeism, presenteeism and leaveism with mental health issues costing employers between £33 and £42 billion a year.

As well as addressing some of the cultural challenges associated with underperformance as a result of burnout and stress, Rising Vibe also frequently supports its clients with employee retention. We address any lack of explicit communication, political correctness around performance management, people not making the individual or collective changes needed to deliver better results, and a disconnection between the senior leadership team and wider organisation.

*Rising Vibe's key aim is to ensure that emotion is part of every culture and we believe that if you look after the human, then the business looks after itself. If you would like to find out more information on how Rising Vibe can help to transform your culture and retain great employees, get in touch.*



Author: Lou Banks, CEO, Rising Vibe

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As culture consultants, Rising Vibe supports its clients to define or redefine the culture they want to promote in their business in an explicit way, so that the workforce knows exactly what is expected. They use emotion-based tools, methods and frameworks to help clients bring about the changes needed to create and retain a workforce primed for success.





# UPCOMING BOND WILLIAMS CLIENT EVENTS FOR 2020

WE REGULARLY RUN FREE EVENTS ACROSS OXFORD FOR BUSINESS OWNERS, DIRECTORS, HR PROFESSIONALS AND EMPLOYEES WHOSE ROLE INVOLVES HR FUNCTIONS.

Held in partnership with specialist guest speakers and other local businesses, these half-day seminars cover a variety of relevant and timely topics including employment law, professional development and industry innovations.

All attendees are issued with a personal certificate of attendance which can be used as supportive evidence with CPD credits.

All of our upcoming events are detailed below.

To book, please visit [www.bondwilliams.co.uk/events](http://www.bondwilliams.co.uk/events)

**28th April 2020**  
**Six Stages to Team Transformation**

*Presented by James Hampton of The Colour Works*

2:30pm - 5:30pm  
**Kassam Stadium, Oxford, OX4 4XP**

**23rd June 2020**  
**Improving Your Communications with Coaching Conversations**

*Presented by Dee Clayton of Simply Amazing Training*

2:30pm - 5:30pm  
**Magdalen Centre, Oxford Science Park, Oxford, OX4 4GA**

**6th October 2020**  
**The Art of Leading Through Change**

*Presented by Chris Mooney*

2:30pm - 5:30pm  
**Magdalen Centre, Oxford Science Park, Oxford, OX4 4GA**

## GET INVOLVED!

We're always on the lookout for new event opportunities for the Engineering, Science & Space industry as well as our other specialist divisions – HR, Accounting & Finance, IT & Software Solutions and Office & Commercial.

If you'd like to suggest topics or get involved in any way, please contact:

**Peter Knibbs** on 01865 546046 or [peter.knibbs@bondwilliams.co.uk](mailto:peter.knibbs@bondwilliams.co.uk)

# BOND WILLIAMS

## ENGINEERING, SCIENCE & SPACE



With in-depth market knowledge and a clear understanding of the requirements and challenges for both clients and candidates within the Engineering, Science & Space sectors, we are confident we can facilitate the perfect match.

Roles we commonly recruit for include:

### ENGINEERING

- Electrical Design Engineer
- Production Engineer
- Maintenance Engineer
- Electro-Mechanical Assembler
- Project Engineer
- Chemical Engineer
- PLC / Controls Engineer
- E&I / C&I Engineer
- Quality Engineer

### SCIENCE

- QA / QC Officer
- Process Engineer
- Development Scientist
- Research Scientist
- Laboratory Technician
- Technical Manager
- Chemists
- Metrology Engineer
- Project Manager

### SPACE

- Data Analyst
- Propulsion Engineer
- Technical Authors
- Pattern Makers
- Laminator Technician
- Technician
- Structural Engineer
- Software Engineer
- System Engineer

Bournemouth  
01202 233777

Oxford  
01865 546046

Southampton  
02380 173655

[www.bondwilliams.co.uk](http://www.bondwilliams.co.uk)

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18 E&S INSIGHTS





# HIRING?

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**Southampton**  
**02380 173 655**

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*Bond Williams is an accredited member of the Recruitment & Employment Confederation (REC), a professional body that represents best practice in the recruitment industry.*



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**BOND WILLIAMS**  
PROFESSIONAL RECRUITMENT