

Qualification: CIPD Diploma in Applied Human Resources

Module Name: Contributing to Coaching and Mentoring in the Organisation

Activity 1 & 2

Word Count: 3000

Student Name: Melanie Goldsworthy

Student Number: 1905548

CIPD Membership Number: 55478711

By signing below, I confirm that the work/evidence presented is my own, unaided work. I understand the regulations pertaining to candidate malpractice and the action that may be taken as a result.

Signed: MGoldsworthy

Date: 15/03/2021

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Evidence Matrix

Candidate name: Melanie Goldsworthy				CIPD Membership/registration No.: 55478711		
Qualification title: CIPD Diploma in Applied Human Resources				Unique Learner No. (ULN): 1905548		
Unit code	Unit title	Assessment criteria no.	Evidence description	Evidence reference number	Assessor initials	I/V initials if sampled
5ADCM	Contributing to Coaching and Mentoring in the organization	1.1	On the job training discussions for coaching and mentoring in the organization.	E1		
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5ADCM	Contributing to Coaching and Mentoring in the organization	2.2	The Bluestone Way document	E11		
5ADCM	Contributing to Coaching and Mentoring in the organization	2.2	The Bluestone Way review form	E12		
5ADCM	Contributing to Coaching and Mentoring in the organization	2.2	Email asking for HR's involvement in observing the Bluestone Way sessions	E13		

5ADCM	Contributing to Coaching and Mentoring in the organization	2.3	Criteria within the Bluestone Way doc	E14		
5ADCM	Contributing to Coaching and Mentoring in the organization	2.3	Screen shot of the Bluestone Way model we use	E15		
5ADCM	Contributing to Coaching and Mentoring in the organization	2.4	Example of an evaluation form used for a different program	E16		
5ADCM	Contributing to Coaching and Mentoring in the organization	2.4	Screen shot of what the mentee/coachee should expect as part of their review during the Bluestone Way process.	E17		
5ADCM	Contributing to Coaching and Mentoring in the organization	2.4	Personal & continuous development plan records for mentee/coachee to keep	E18		
5ADCM	Contributing to Coaching and Mentoring in the organization	2.5	Email regarding 360 feedback to Head of L&D	E19		
5ADCM	Contributing to Coaching and Mentoring in the organization	2.5	Email reply regarding 360 feedback from Head of L&D	E20		
Candidate declaration:						
• I confirm that the work/evidence presented for assessment is my own unaided work. • I have read the assessment regulations and understand that if I am found to have 'copied' from published work without acknowledgement, or from other candidate's work, this may be regarded as plagiarism which is an offence against the assessment regulations and leads to failure in the relevant unit and formal disciplinary action. • I agree to this work being subjected to scrutiny by textual analysis software if required. • I understand that my work may be used for future academic/quality assurance purposes in accordance with the provisions of the Data Protection Act 1998. • I understand that the work/evidence submitted for assessment may not be returned to me and that I have retained a copy for my records. • I understand that until such time as the assessment grade has been ratified through internal and external quality assurance processes it is not final.						
Signature:					Date:	15/03/2021

Contributing to Coaching and Mentoring in the Organisation

Please note that my personal statements are included within each answer below (1.1 - 2.5).

1.1 Investigate the extent to which coaching and mentoring take place within an organisation.

E1 shows the discussion between me and my manager regarding Bluestones approach to coaching and mentoring. It details a few different coaching and mentoring programs we have previously completed and some that are currently taking place. We currently use the GROW model in our coaching and mentoring programs which is explained within the coaching and mentoring policy. The types of mentoring that take place at Bluestone are generally formal and structured; there are a few less formal mentoring relationships but this is not something that is as common as the formal process. The most common type of coaching and mentoring that take place at Bluestone are performance coaching and peer coaching (generally for new starters with a more senior member of the team).

As I investigate the extent to which coaching and mentoring takes place within Bluestone, I feel that there could be more of emphasis on informal coaching and mentoring and using coaching and mentoring types such as executive coaching, line manager coaching, traditional or on-line mentoring and peer/group mentoring. If Bluestone utilizes these types of coaching and mentoring as well as the more formal process I think it would more likely benefit the business as not all employees will benefit from a formal process. Certain employees may be more suited to an informal process or different coaching/mentoring styles. If line managers are competent in delivering and taking part in coaching and mentoring activities they will also be able to create a coaching culture within the organization which is important for the organizations growth (CIPD, 2020).

E1

Meet with your line manager or other relevant person to thoroughly understand your organisation's approach to coaching and mentoring, if possible attend a formal coaching session or observe a mentoring relationship (600 words).

I recently had a phone conversation with my manager regarding Bluestones approach to coaching and mentoring. We discussed that at Bluestone the culture is very important and that all employees need to demonstrate the same behaviors as our brand that our guests love. This is usually emphasized in training and coaching and mentoring relationships. We discussed particular coaching & mentoring relationships within the organization and how they worked. The employees we discussed were at a relatively high level within the organization and their relationship formed quite naturally in the initial stages. These employees would meet regularly and discuss any concerns/issues and how best to overcome them. The mentee would take the advice of the mentor (or not) and tackle the obstacles. This style of mentoring was quite informal but is key to developing this employee for secession planning as they have high potential to grow (CIPD, 2020).

Another example we spoke about was the 'Every Person Counts' development program where a number of employees from different departments at assistant level would be selected by their managers through an application and selection process. This program was essentially secession planning and gave the participant the tools and skills to progress within their departments. A lot of the training and coaching provided revolved around managerial behaviors and skills, including how to deal with conflict, performance manage and leadership skills. This group coaching can impact positively on the organization and culture (Donaldson-Feilder and Liston-Smith, n.d.).

Whilst I have not been able to attend a formal coaching or mentoring session I have first-hand experience of receiving this from Bluestone. A few years ago when I worked as a senior lifeguard I was enrolled onto this course, completed it and won an award for 'Trainee of the Year' in 2017. Completing this course gave me the necessary skills and tools to be promoted to Lifeguard Line Manager where I managed a team of between 25-40 lifeguards for about 2 years before moving to my position I am in now within our HR department. Completing this course and becoming a line manager has given me a good perspective within my current role. I understand the pressures of line managers and the need to form good relationships with them first hand. This also allowed me to be more open to being coached and the importance of different feedback styles (Weintraub and Hunt, 2015).

Bluestone also uses a Box Performance model. It takes a view of an individual's success and effectiveness in their current role (performance), while adding the perspective of their future potential – what they are capable of contributing and achieving. This model will be beneficial when discussing Career Aspirations and development opportunities as part of the review process. This is often used when managers do a selection process for employees to be coached and developed.

Another example of Bluestone's coaching and mentoring initiatives is 'Resort Manager' training. This is an initiative that is available to anyone who wants to apply and at any level to receive the appropriate training, coaching and mentoring to become a Resort Manager (This is a delegated person who is the main point of call for any resort related issues or critical incidents. The person is only responsible for the duration of their shift and they also work with an 'Escalation' person if they need additional support). The training programme includes a range of policies for the candidates to read and understand; candidates are provided with a mentor who is currently a resort manager and will actively take part in resort manager shifts. These shifts allow the learner to understand how to deal with guest complaints and the compensation pyramid (depending on the level of severity and nature of the complaint the guest may receive no compensation or could have their whole stay refunded to them). The purpose of this initiative is to develop current employees and provide them with essential skills in dealing with complains, following procedures, and acting in emergency situations. This type of learning is beneficial to the organisation as well as the individual as they become more confident and competent (CIPD, 2020).

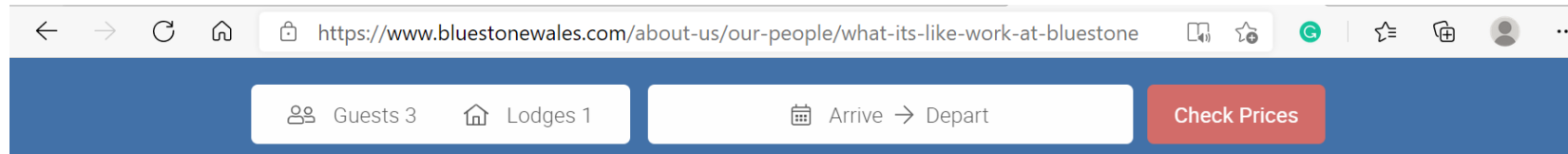
1.2 Evaluate how current coaching and mentoring activity supports achievement of individual, team and organisational objectives.

E2 is a screen shot from the Bluestone website where anyone can access. This page is about what it's like to work at Bluestone and also states that Bluestone help employees to achieve professional qualifications as well as providing in-house training. This page tells anyone who wants to read it what we do for employees and is true as we do help employees gain professional qualification (I am one of those employees as I am currently completing this course), and we do provide in-house training such as the 'Resort Manager' program and the 'Bluestone Way' program.

These programs are useful for developing employees and giving them the skills they need to be able to carry out their jobs effectively. If the employees are happy and feel competent in their role they are more likely to provide guests with the best service they can and are less likely to leave if they feel they are being developed (The Benefits of Coaching and Mentoring | Zing365 | Marlborough Training, n.d.). The only issue is that with the pandemic, a lot of essential training, development, coaching and mentoring programs have not been able to take place as usual. It is hard to say how well these programs support the achievements of individual, team and organisational objectives at this time due to the lack of consistency.

Once the workforce has returned to normal operation after this second lockdown, there will be an initial induction for all employees returning to Bluestone that will also include 'The Bluestone Way' program. This way, all employees can receive this training without the usual restrictions and issues with getting every employee to attend. This idea is a good one as the whole workforce will receive the same training and be able to utilize it as soon as they return to normal work. This will enable HR and Managers to manage unwanted behaviours more effectively and praise those who demonstrate the desired behaviours.

E3 & E4 are screen shots of the 'People Services Strategy' which details actions and how to develop a competent workforce. This reference 'The Bluestone Way' program and what Bluestone expects as an outcome of this program. Each department will have their own strategy which will tie in with the organisational strategy. This helps us to understand how coaching and mentoring related and affects stakeholders, suppliers, customers, employees and the organisation as a whole. With the year we have had we have learnt a lot and especially how resilient our workforce is, is it important to prepare for the unpredictable by coaching, teaming, and fostering workers' ability to learn and adapt (Deloitte, 2021).



[Home](#) > [About Us](#) > [Our People](#) > What its like work at Bluestone

What it's like to work at Bluestone

Many people who stay with us, tell us the really special thing about Bluestone that makes a real difference to the enjoyment of their stay is the people.

We've always believed that if we want to create lasting memories for our guests then our staff must be engaging, friendly, and full of interesting information. From the moment you arrive, they make you feel comfortable, entertained, and cared for. You can train on technical skills but you can't beat people who have a passion for their field. Our staff genuinely likes to talk to guests, share information, and help people.



One Big Family

With over 500 members of staff at Bluestone, we are learning every day of new ways to invest in our people! To date, we have helped staff across the business to gain professional qualifications while also developing our own in-house training courses that everyone can benefit from.

To make Bluestone the best it can be we work with the best! Terry John our local historian guides special walks around the resort introducing guests to the history of the parish that Bluestone was built on while Paul Ratcliffe grows our miscanthus - the plant that is burned in our biomass centre that generates the energy used to warm the Blue Lagoon Water Park and Adventure Centre - believed to be a world first!

E3

Doc No:	HR-ST-002	Human Resources Strategy 2020	
Rev No:	REV1		
Created:	18/12/2019		
Last Review:	18/12/2019		

Strategic Aim 4 To develop a competent and engaged workforce

Actions:

- To update all HR Policies and Procedures (Document Controlled) and create an electronic Manager Resource Centre
- Improve Management competency in the practical application of all HR Policies and Procedures through a range of workshops, coaching and mentoring sessions, and ACAS online modules via Flow.
- To ensure all HR team members have individual Development Plans and opportunities to keep their skills, knowledge and experience up to date. Each team member to keep a Continuous Professional Development Log to demonstrate competence and attending relevant and worthwhile training courses (via Redkite / MLR Solicitors, ACAS, CIPD etc) to enhance knowledge and skill set
- To support the L&D function with the Leadership Development Programme "The Bluestone Way"
- Team efficiencies: improve processes and administration to provide a better service to the business
- Re-engage with Job Centre and other relevant organisations (including colleges & schools) to assist with recruitment aspects and raise our profile as an employer of choice.

E4

Indicator 4 To develop a competent and engaged workforce

• Employee Engagement Score (90%) • NPS (30%) • Attrition (below 25%) • Stability index (75%) • Report on absence rates, average length of service and reduce probation fails from 7.9% to below 5% • ECG Feedback • Report on engagement and training records for "Essential HR Skills for Managers" • Measure team development through CPD logs • Measure absence results by reason, dept, length of absences • Indicator via disciplinary rates – reduce from 4.6 per month to below 4		
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1.3 Assess factors in the organisation including other learning strategies which could impact on the further development of coaching and mentoring.

Other learning strategies within Bluestone are less formal such as having a new starter shadow someone who is more experienced in that role. This allows the new starter to understand the culture and how the role is performed at Bluestone. Whilst this is useful and relatively easy to set up, the level of knowledge and experience, including how things should be done is very much dependant on the employee who has been selected to have a new starter shadow them. There is likely to be inconsistencies between different employees who have someone new shadow them even though there shouldn't be. Depending on how effective the shadow shifts are for the new starter they may be particularly good or not very good at all in their new role – this does also rely on their own abilities. This first impression of their training can give the new starter an impression of the overall training, coaching and mentoring of the business and may affect how likely or not they are to want to take part in these activities in future. This situation is also similar for managers who have a supervisor to mentor or coach – it depends on the ability of the manager to understand that persons learning style and if they have a good relationship to be able to give and receive feedback.

Bluestone is currently very hieratical with low trust but since our new People Services Director has joined us, he wants there to be much more trust and devolve leadership to give opportunities to everyone. We rarely use external coaches which could be a good thing, or it could be a bad thing but Bluestone always try to develop from within. It is important to get line managers to coach in the way Bluestone would like them to as these are the people who have the most to do with their employees. This in itself is a challenge as line managers will need to act in a coach-like way (Is Coaching Always the Right Approach | Podcasts | CIPD, 2020).

Bluestone are now focusing more on coaching & mentoring programs and instilling this into our culture, including offering some of these opportunities to anyone who wants to apply. For example, the Resort Manager Training used to only be available to managers at a certain level, but now it is available to anyone who wants to be involved shown in **E5**. This is a great initiative as it allows all employees to apply however; the selection process needs to be rigorous to ensure that the employees who want to receive this training and carry out Resort Manager Shifts are competent and demonstrate the Bluestone Way behaviors at the level they are already working at. If the wrong person is carrying out Resort Manager Shifts and dealing with guests and staff at that level, they will need to have good people skills, be able to work under pressure and have good judgment to make the right choices. Depending on the level they currently operate at it may be unclear if they have these skills. Depending on how successful the trainees for this course are, it will reflect on the L&D department which could both be very beneficial and encourage others to take part in similar initiatives or, detrimental to L&D where the importance of this department is determined by poor training, coaching and mentoring. The L&D department may have an increased or decreased budget for the next year which will either allow them to put more of these C&M initiatives in place or less.

Whilst coaching and mentoring is not the answer to all issues within the workplace it can be very effective in certain circumstances. The issue with using coaching is that the dynamic context in which coaching occurs and the complexities of different models make it very difficult to calculate coaching value consistently (Dunlop, 2017).

NEW RESORT MANAGER TRAINEE PROGRAMME – AND BUSINESS WIDE MENTORING

We are really excited to announce the launch of a new programme, to train our Resort Managers of the future!

Our Resort Managers play a really important role in the operations of the Resort - leading and taking ownership of the smooth, safe and consistent running of the entire Resort, delivering operational excellence at all times and resolving any issues escalated from the Managers on Duty to ensure the utmost Guest experience.

The new structured programme, which starts this week, will run over the next three months. As part of the programme, trainees will get exposure to all different areas of the business and will shadow existing Resort Managers. The course will be alongside day-to-day roles and the aim is that the first cohort will be ready to support our existing Resort Manager team on a rotational basis from the New Year.

The first cohort have been selected as rising stars across the Bluestone Family - they're already striving in their current roles and we want to recognise this and give them the opportunity to develop further. The Trainee Resort Manager Programme will also open the door for further leadership training.

The first cohort for the Trainee Resort Manager Programme are:

- Jessica Krelle (People Services Manager)
- Lucy Holroyd (Acting Health & Safety Manager)
- Matthew Mantripp (Security Manager)
- Kelly Jackson (Entertainments Manager)
- Clare Thomas-Codd (Activities Manager on Duty (Training & Compliance))
- Ian Miles (Environmental Manager)
- Jack Wainwright (Theatre Manager on Duty)
- Abi Wye (Head of Communications & Public Affairs)

These new trainees will help to supplement the existing resort management team, currently split between midweek and weekend cover, as follows:

Midweek Resort Managers:

Steve Slaughter, Chris Emery, Debbie Downes, Mike Slack, John Doona, Pratik Bose, Sarah Davies, Melanie Sharrad-Hughes, Ryan Goldsworthy, Josh Harries, Kial Keane.

Weekend Resort Managers:

Andrew Charlton, Claire Lewis, Michael Frampton, Giles McNamara, James McNamara, Liz Weedon, Neil Hillary, Sian Straczek, Yvonne Buckingham, Marten Lewis

Alongside the Resort Manager Trainee Programme we are launching a company-wide mentoring programme, to support personal development across the business. The Bluestone Mentoring programme will enable more inexperienced team members to benefit from the insight, knowledge and experience of colleagues.

How can you get involved?

The Mentoring Programme will run throughout the year and the Resort Manager Trainee Programme will run with a new cohort each quarter.

The Learning and Development team would love to hear from anyone who would be interested in taking part in either programme, please get in touch with Claire Lewis at clewis@bluestonewales.com or on extension 508 to find out more.



1.4 Make justified recommendations for how coaching and mentoring activity can be developed to benefit the organisation.

I considered all I had investigated and reviewed for Bluestone Coaching and Mentoring programs and compared them to “Work Rules” by Laszlo Brock. The main things Bluestone could change to develop and benefit our coaching and mentoring is:

- Give more freedom and responsibility to employees
- Hire people based on their cognitive ability, leadership and attributes that relate to Bluestones attributes. Role related knowledge can be learned.
- Celebrate experiences and fails to encourage employees to take risks and learn from mistakes

These three points are things that Google does that Bluestone currently doesn't. If Bluestone hired people not based on their role related knowledge and gave them freedom and responsibility to achieve their goals, they may not succeed all of the time but if they work in an organization with a culture that celebrates experiences and fails they are more likely to achieve their goals sooner through not being afraid to get it wrong. If nothing else, these will at least give the opportunity to build stronger relationships between coach/coachee etc... (Wai Yan Tun, 2020).

E6 and **E7** are an email trail between me and the Head of Learning and Development after we had a conversation regarding recommendations to the coaching & mentoring policy. The email summarizes the conversation we had and shows the Claire is happy to suggest we implement these suggestions into C&M in the future.

To implement these changes is relatively easy as there is no cost and the concepts can be understood by most employees. Trying to implement something at this time with the issues caused by the pandemic that has a cost would likely be rejected which is why I considered these things. In a different situation where money was not such an issue I would consider spending money to have systems that gather data to allow us to make better decisions, but at this time it is not reasonable to consider.

E6

From: Mel Goldsworthy
Sent: 03 March 2021 10:57
To: Claire Lewis
Cc: Stuart Jaynes; Jessica Krelle
Subject: Recommendations for Coaching and mentoring at Bluestone

Hi Claire,

As per our conversation earlier – as part of my CIPD Course, I have considered some recommendations to our Coaching and mentoring policy/initiatives after reviewing them.

It would be good to incorporate freedom and responsibility for the mentee/coachee in these programs rather than being rigidly advised. I think this would help the employee to realistically consider their actions and engage them in the tasks.

Another consideration was to encourage managers who are mentors or coaches to actively celebrate experiences and fails of their mentees/coachee's. This will encourage those employees to take some risks and believe in their abilities and what they have learnt. I understand this can't be applied to all training as some roles don't have much margin for error but in some of the programs such as the Resort Manager program I think this would be beneficial to the employee and the business.

It seemed to work well for Google so I think it would be worth a shot – these are both things that can be implemented without having to spend any money and would strengthen the relationships of those taking part in these programs – both for mentor and mentee etc...

Kind Regards,
Mel Goldsworthy
People Services Officer
Bluestone National Park Resort
Tel: 01834 869 900 ext 444

E7

Hi Mel,

Thanks for sending this – I will discuss this in the next meeting I have with Stuart, Debbie and Jess to gain their opinions and look at incorporating these into some of our training programs. Well done and thanks for completing the review of the policy.

Claire Lewis
Head of Learning & Development
Extension 508



2.1 Promote the benefits of coaching/mentoring within the organisation, recognising and addressing the potential barriers.

At Bluestone we often promote the benefits of coaching and mentoring or training programs within the organization. Often when an employee has completed a coaching/mentoring/training program they are more likely to be considered for a promotion than someone who has not done the same. This is only an issue if the person has completed a particular course but doesn't have the right attributes or attitude for the promotion they want. In this instance the employee may feel that they are being treated unfairly and that another person has been unfairly rewarded.

Recently I observed an external training program for our Guest Services team. This training was to do with resilience and how we can build resilience and use it when dealing with difficult guests. **E8 & E9** shows the handouts as part of this training session. The session lasted 4 hours via Zoom call and all employees on the call took part in exercises and learned useful tools to help cope and deal with difficult guests. This training provided the team with improved working relationships (through having a wellbeing partner), insight on how to tackle issues and self management skills. This training was arranged as the company realized that the staff dealing with guests should be equipped to deal with the guest without feeling as though they cannot cope or suffering with poor wellbeing and wellness as a result of a difficult guest. The Guest Services team is always dealing with guest's complaints and the coronavirus pandemic has made it even harder with rules changing regularly and being different in different parts of the UK. External coaching such as this resilience training does impact on employee performance and behaviors positively but sometimes these only last a short amount of time in comparison to long-term coaching (Clutterbuck, 2014).

There are a few ways Bluestone chose to promote coaching and mentoring programs but the most common platform we use is our Family Newsletter that gets distributed via a system called 'Flow'. **E5** shows an example of promoting a training/coaching/mentoring program including the benefits to the individual and organization. Bluestone also has a recognition and reward scheme policy shown in **E10**. This policy lists Bluestone's eight root beliefs and each award that can be won along with a monetary prize. The categories vary so not every award can be achieved by completing training, however there are some that can be won through completing and utilizing training/coaching or mentoring programs such as 'Trainee of the year'. This is an example of how employees are rewarded and C&M programs are promoted.

If employees receive coaching and mentoring during their employment they are likely to work to a better standard than those who don't as they will understand what is needed and expected of them; they will feel that their time is valued and that they are working towards achieving a goal. This has a knock-on effect to those who employees deal with such as stakeholders, suppliers and customers. Employees will generally be more engaged and have the skills and knowledge to deal with these different stakeholders effectively. This also impacts on other organizational factors such as employee turnover, having more productivity, increased innovation & creativity, loyalty & commitment, communication and customer satisfaction (Recruitment, n.d.).

Potential barriers to promoting the benefits of C&M in Bluestone are often related to resource. This could be money, time or even prioritizing promoting C&M over something else. C&M can often be seen as ambiguous as the link between how C&M results in the business making a profit isn't as straight forward as introducing a new activity or upgrading lodges would be. It is important to keep in mind that the people are the most important part of the organization and that ultimately, how they feel about the business will translate when they are doing their jobs and dealing with guests. Money is also a factor and often a barrier when it comes to promoting C&M as this is generally the first resource to be pulled if the organization is trying to save cash. To find ways that are inexpensive and remembering the benefits of C&M are the best way to overcome these barriers for Bluestone. Bluestone do currently and are working towards a good coaching/mentoring culture, have buy-in from stakeholders for C&M activities and value C&M (Barriers to Coaching and Mentoring, n.d.).

RESILIENCE & WELLBEING

bluestone

national park resort



CHALLENGING CONVERSATIONS CASE STUDY

- The Jones family (2 parents and 4 young children) have booked a 7-night stay in a Skomer Lodge. The family had heard great things about Bluestone from friends of theirs. Their friends said having a lake view Lodge was a must and the Jones's children had their hearts set on the seeing the ducklings waddle over to the Lodge from the lake in the mornings.
- When they arrive, the lodge they had booked was on Augustus Way and the children are very upset. Due to social distancing/limited numbers, the family are not all able to go to the Blue Lagoon together at the same time and the Serendome is closed for essential maintenance. It has also been raining most of the week.
- Mr Jones has booked a table The Farmhouse Grill for this evening, as it is one of the children's birthdays. As you welcome the family at the entrance to The Farmhouse Grill and check their booking on the system, you see that there is no record of the booking and Mr Jones has no confirmation of making the booking. The restaurant is full all night due to limited numbers.

Mr Jones quickly becomes agitated and starts to vent his anger and frustrations directly at you. He raises his voice whilst listening all the things that he has not been happy with during his stay and demands you find him a table now or else. You find his body language threatening. What techniques could you use when dealing with this situation?

Think about the following:

- **Where** to have the conversation?
- Why is it important for you to remain **calm**?
- What steps can you take to ensure Mr Jones feels he is **being heard**?
- What is important to remember about your **body language**? About your tone of **voice** and your **language**?
- How can you take responsibility for the **response**?
- What would you do to look after your own **wellbeing** after this conversation?

RESILIENCE TOOLKIT – THREE KEY ACTIONS TO BUILD UPON MY OWN RESILIENCE

- 1.
- 2.
- 3.

WELLBEING PARTNERS –

"It's not what happens to you, but how you react to it that matters."
Epictetus, 55-135 AD

Relating The people around you offer a valuable pool of support so it's important to put time into strengthening those connections. Give it a go: • Meet up with someone you haven't seen in a while • Turn off distractions to chat with friends or family about your day	Exercising Regular activity will provide an endorphin boost and increase confidence. Give it a go: • Find an activity that suits you and your schedule • Swap the car on short journeys and cycle or walk to work 	Awareness Taking time to switch off autopilot and 'be in the moment' is a great tool to combat stress. Give it a go: • Pay attention to your senses – what can you see, hear or feel around you? • Choose a regular point in the day to reflect 
Giving Holding out a helping hand makes other people happy and will make you feel happier too. Give it a go: • Share your skills or offer support • Ask friends, family or colleagues how they are and listen without judgement 	10 KEYS TO HAPPIER LIVING ACTION FOR HAPPINESS Find out more about the 10 Keys to Happier Living at actionforhappiness.org  Visit mhfaengland.org to learn about Mental Health First Aid and how you can support a friend, family member, colleague or student with their mental health	Trying out Learning new things is stimulating and can help to lift your mood. Give it a go: • Take on a new role at work or school • Try out a new hobby, club or activity that interests you 
Direction Working towards positive, realistic goals can provide motivation and structure. Give it a go: • Choose a goal that is meaningful to you, not what someone else expects of you • Remember to celebrate progress along the way 	Meaning People who have meaning in their lives experience less stress, anxiety and depression. Give it a go: • Prioritise the activities, people and beliefs that bring you the strongest sense of purpose • Volunteer for a cause, be part of a team, notice how your actions make a difference for others 	
Resilience Although we can't always choose what happens to us, we can often choose our own response to what happens. Give it a go: • Find an outlet such as talking to friends or writing it down • Take action to improve your resilience skills 	Emotions Positive emotions can build up a buffer against stress and even lead to lasting changes in the brain to help maintain wellbeing. Give it a go: • Take time to notice what you're grateful for and focus on the good aspects of any situation • Set aside time to have fun	Acceptance No one is perfect. Longing to be someone different gets in the way of making the most of our own happiness. Give it a go: • Be kind to yourself when things go wrong • Shift the focus away from what you don't have and can't do, to what you have and can do

Recognition and Reward Scheme Policy



D. Rainbow
Bluestone Resorts Ltd
01/02/2016

Doc No:	PS-P-037	Recognition and Reward Scheme Policy	bluestone national park resort
Rev No:	1		
Created:	01/02/2016		
Last Review:	26/11/2018		

Introduction

The year of 2016 is a good opportunity to re-focus our people on the Culture, Values and Root Beliefs of the business. To promote this and provide examples of *'what good looks like'* in our business, the reward and recognition scheme has been revised to align with these values. By celebrating good practice and showing real evidence of people *"living the culture"*, we can showcase role models to echo the *"way we do things around here"*.

The Annual Awards Ceremony will continue to be the main focus for overall achievement for the year – albeit we are stepping this up a few notches! In addition, it is intended that these categories will provide criteria for monthly nominations across the business where we will pick individuals who deserve a commendation and where there is a clear stand out individual we may award an Employee of the Month.

Nominations can be made by anyone across the organisation, provided they are in line with the guidelines of the scheme.

The scheme has been renamed the **ACE Awards** as the focus is on Attitude, Culture and Excellence and is broken down into eight categories that reflect the Bluestone Culture and Root Beliefs. These awards are about recognising and celebrating those individuals and/or teams who have consistently demonstrated that they have exceeded expectations and have clearly brought our Root Beliefs to life.

The Eight Root Beliefs

We aspire to excellence

We aspire to excellence and we are continuously seeking to improve ourselves, our relationships, our processes and the company's performance.

We have ownership

We make decisions in the best interests of the company as a whole understanding the impact of the decision on the success of the team. We accept responsibility for all our actions and are passionate about our company and our purpose within it.

We are understanding

We strive to develop understanding by listening to all points of view in our relationships. We value individual differences as a source of inspiration and innovation.

We have a 'can do' attitude

We have a positive attitude and always look for ways in which we can help each other do what is right for the Company. We are forward thinking, innovative and can demonstrate that we consider every alternative.

We are open and honest

We have integrity, are honest and open about ourselves and others.

We communicate well

We are available and respond in a timely manner to all communications.

We are professional

We set and maintain clear objectives, we understand the importance of detail, prepare well, and are continuously improving our understanding and expertise.

Teamwork

We achieve through clear and positive communication in all our relationships.

2.2 Contribute to the development of organisational coaching/mentoring processes.

The coaching and mentoring currently being developed and delivered at Bluestone is 'The Bluestone Way'. This program focuses on developing the right attributes and attitudes for individuals in the organization which will create the culture Bluestone desire. Whilst I have little to do with the development of this program and other C&M initiatives, I do contribute from a compliance and process point of view. What I mean by this is that I will assist with the selection process of mentee/coachees and assist managers/coaches/mentors with sticking to the policy and not deviating from it. This would happen if a coach/manager asks for HR's assistance if they have an issue with a coachee/mentee and how to overcome it. The first point of call is to assess whether the procedure has been abided to and if they have utilized all recourses within this policy. The outcome may be that the policy needs amending or updating for it to be more effective. **E11** & **E12** show The Bluestone Way documents and what the process involves. **E13** show an email from my Director asking for HR to be present at the delivery of these sessions for questions and general observation. As this program hasn't officially been rolled out yet I don't have any evidence of contributing to this process at this time.

The development aspects of this process that I am unlikely to be involved in are the development of documents. These documents have been created by the Head of L&D who would have sent a draft to the People Services Director before getting it signed off and circulated. The coaching plans, agreements and guidance materials would also be created and reviewed in the same way before being circulated. Codes of practice will be followed to ensure that the program is ethical and operates within the law (Code of conduct for mentoring | Professional Development | University of Southampton, n.d.).

According to Ramamoorthy, (2020) the usual steps that would be considered in a coaching/mentoring program are:

- Establish roles & guidelines
- Discuss desired outcomes for the relationship
- Identify each persons' responsibilities
- Specify how often you will meet
- Find out the mentees long term career goals
- Express short term goals
- Make a list of the things the mentee wants to work on
- Discuss professional development events for the mentee to attend
- Plan introductions to contacts that may benefit the mentee
- Evaluate the mentee regularly to review their progress
- Adjust mentor program and objectives as and when needed
- Review the plan and have both parties sign it

The Bluestone Way Guidance Document



C. Lewis
Bluestone Resorts Ltd
30/01/2020

Doc No:	LD-SOP-007	The Bluestone Way	
Rev No:	001		
Created:	18/12/2019		
Last Review:	18/12/2019		

“THE BLUESTONE WAY”

Genuine Care
True Ownership
Grow as a Team

THE HEART

1. What does Bluestone Leadership look like?

The goal of *The Bluestone Way* is to develop our Leaders in a way that reflects our company culture and values. It's about developing emotionally intelligent Leaders who are capable of uniting and harnessing the individual talents of all of our people to deliver a truly unique and memorable Bluestone experience to our guests.

Setting targets alone, does not create a culture of high performance and excellence. Equally, teamwork and collaboration doesn't just happen.

Bluestone Leaders take responsibility for creating the conditions where teams thrive and succeed, based on open and honest communication, common goals, shared values and behaviours. Bluestone Leaders create an environment of trust and support, through active listening, understanding and action.

Bluestone Leaders know their people; their strengths and talents; and play to them. They know who needs to be coached, mentored and stretched and take personal pride in people development. Equally, Bluestone Leaders are decisive and will not tolerate unjustified negativity, poor attitude or prolonged poor performance. Time is much better spent on those who want to thrive.

Bluestone Leaders take responsibility for their own actions, they are brave and willing to take risks; failure is an opportunity to think fast, learn and improve. The mantra is one of learning not blaming. Conversely successes are shared and celebrated; individual and team achievements receive recognition and praise is a given.

Pretty amazing things can happen when our people combine talents and consistently, day by day, learn to excel as a team.

Finally, but most importantly, Bluestone Leaders lead by example.

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"Great things in business are never done by one person. They're done by a team of people". Steve Jobs (Apple).

The Betan Box model below demonstrates, when leaders take charge and change their own behaviour, the team is more likely to follow the lead. At Bluestone, the Leadership Team create the conditions.

Figure 1: The Betan Box



2. Bluestone Purpose (the Why?)

The most important component of the culture of Bluestone is how we define the reason why we exist as a business and how this acts as a guiding principal in everything that we do. It also enables each person within the business to clearly understand how they can make a difference and meaningful contribution, regardless of what role they undertake.

To really understand the purpose of the business, it is helpful to go back to the beginning:

Quite a number of years ago, when Bluestone was merely a twinkle in his eye, William McNamara, Founder and CEO, recognised how demanding everyone's lives had become with pressured jobs, the stresses of family life and very little time to enjoy the simple things. With this in mind, William visioned a simple response to this; the opportunity to build a differentiated holiday experience

"In a world where everyone is so busy and there is little time for families to be together, Bluestone provides an opportunity where you can STOP, just for a while, and recharge"

"Bluestone is a place where loved ones reconnect, we make people smile"

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E12

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Created:	18/12/2019		
Last Review:	18/12/2019		

BlueStone is a place where loved ones reconnect, we make people smile" – (OUR WHY)

LEADERSHIP PERFORMANCE REVIEW

PERSONAL DETAILS

Name:	Position:
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BEHAVIOURAL REVIEW – (OUR HOW)

(See separate Behavioral Document for Definition)

BEHAVIOURAL	COMMENTS & EVIDENCE	RATING
Genuine Care		
True Ownership		
Grow as a Team		
What areas for development and actions have been identified?		

BEHAVIOURAL RATING

Rating (1 – 5)	Comments

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ACHIEVEMENT OF MEASURABLE TARGETS – (OUR WHAT)

List the objectives you have set out to achieve over the next 12 months in order to deliver your part in achieving the departmental KPI's.		Set out your agreed actions and timescales.		Interim/Final review – how did you do?	
KPI	Objectives	Actions	Timeline	Rating	Comment
People					
Product					
Profit					

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HARD TARGET RATING

Rating (1 -5)	Comments

COMBINED OVERALL RATING

Rating (1 – 5)	Comments

FUTURE FOCUS

Agreed objectives and areas of development:

CAREER PROGRESSION

Career aspirations:
Next job identified:
Timescale:

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E13

From: Stuart Jaynes
Sent: 8 March 2021 15:30
To: Mel Goldsworthy, Jessica Krelle, Carla Roberts
Subject: The Bluestone Way program

Hi all,

As we are getting closer to bringing staff back to work and intend on rolling out the Bluestone Way program as they return, I would like it if one of you could be present for each session that takes place. You won't need to deliver the program as this will be down to Claire, Rebecca and I. It would be useful if anyone had any questions you could answer and just generally to observe the sessions and who takes part.

Let me know what you think.

Best Regards,

Stuart Jaynes
Director of People Services
Tel: +44 (0) 1834 869900 ext 541

bluestone
national park resort



2.3 Support coaches/mentors to build and develop the knowledge, skills and behaviours required for the role.

It is important for coaches and mentors to have the desired attributes, knowledge and skills to carry out this role effectively. Some points to consider when choosing coaches and mentors are to:

1. Build a compelling case and link it firmly to the organisations vision & goals
2. Articulate the benefits you want coaching to deliver
3. Determine how you will evaluate success / measure return on investment
4. Select your coaches (internal v external)
5. Engage & involve managers at all levels
6. Take the time to tell people about coaching and what's in it for them
7. Create supporting materials
8. Provide support, monitor activity, identify common themes
9. Ongoing evaluation

Following this process will ensure that you are carrying out C&M in-line with the business strategy, follow best practice, select the right people as coaches/mentors, engage and support people with the process, and evaluate and measure the effectiveness of the program (Momentwm Consulting – Creating futures where individuals, teams and organizations flourish, 2019).

The Bluestone Way document is about developing emotionally intelligent Leaders who are capable of uniting and harnessing the individual talents of all of our people to deliver a truly unique and memorable Bluestone experience to our guests. This can be done through active listening, understanding, and leading by example. The support for coaches and mentors given by HR & L&D may be directive or non-directive depending on the situation and is a good opportunity for relationship building and developing communication skills (Coaching Skills | Ultimate Guide | Find Out More Now!, n.d.). Training for coaches and mentors will be provided before they are given a coachee/mentee to ensure they have the skills and behaviors needed and allows for improvements and progress to be made by the coach/mentor prior to taking part in the activity. **E14** shows the behaviors that Bluestone want from its employees and what this means. This gives coaches/coachees and mentors/mentees a clear understanding of what is required for their roles. If coaches and mentors need additional support HR & L&D will be able to support them to develop the skills and behaviors' needed and they will have regular opportunities to discuss their coaching/mentoring skills whilst taking part in the process. **E15** shows that we use the 9 box performance model to measure performance and what type of performer the coachee/mentee is. At the end of the process coaches and mentors will have the opportunity to reflect and decide what could have been done better, what went well and how they have developed their own skills (or not).

3. Bluestone Behaviours (the How)

Behaviours are the practical application of the company values – translating them into day-to-day actions. It is essential therefore to identify the behaviours that will have the biggest impact on the achievement of the Bluestone Purpose. Behaviours effectively nail the detail of what we expect our people to do and how we expect them to do it.

Aligning behaviours and values, together with clear objectives enables us to hold people accountable and by integrating these into the performance management system, we can reward great behaviours and tackle any that don't reflect the company we want to be.

The behaviours set out reflect the acceptable norms at Bluestone; in other words, 'The Bluestone Way. '

At Bluestone, we have identified three key behaviours that we believe will create an environment where all of our people can flourish and deliver an exceptional business. These are:

BEHAVIOURS	NARRATIVE	EXECUTIVE TEAM ILLUSTRATIVE EXAMPLES
Genuine Care	We show genuine care for our self, our team and our guests. We look out for and notice what might have an effect on us and we are motivated to take action and find the best solution we can. We go the extra mile in doing this.	This is: - Starting every development process with a guest needs analysis - Reaching decisions that balance guest, team and commercial interests - Role modelling self care - Empathy - It's what people do not just what they say - Valuing everyone's input & opinions This isn't: - Centralised, isolated creativity - Commercial only decisions 24/7 working - Pretending to Care

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		- False - Playing Lip Service
True Ownership	When there is an opportunity to take ownership of an issue, we do. We take the lead, involving others and taking reasonable risk to make a difference. We do not blame others for the situation faced and do not expect others to blame us for taking action.	This is: - Setting the vision and communicating game plan - Building the best teams - Empowering teams to take responsibility - Solution Focused - Open & Honest - Accepting responsibility when things don't go well This isn't: - Selective referencing to the purpose - Stepping into issues that the team can handle - Giving all of the answers - A Blame Culture - There is NO Budget - Passing the Buck
Grow as a Team	We generously share our knowledge with others. We celebrate our successes, acknowledging the contribution made by others. We seek out learning in every opportunity, identifying and trialing ways to do things better, improving what we do every day.	This is: - Seeing and saying a genuine thank you for a great job done - Networking for inspiration and ideas, then sharing - Asking questions that encourage FAST learning – Measure >Experiment> Review - Reflecting and Sharing Experiences - Encouragement - Open Communication This isn't: - Happy, clappy inauthentic recognition - Taking all the plaudits - Coming down hard on a team for trying something new - Working in Silos - Defensiveness - Point Scoring

15. 9 Box Performance Model

The Nine-Box Grid below measures individuals' performance and potential – identifying areas for improvement and highlighting their development needs. It takes a view of an individual's success and effectiveness in their current role (performance), while adding the perspective of their future potential – what they are capable of contributing and achieving. This model will be beneficial when discussing Career Aspirations and development opportunities as part of the review process.

POTENTIAL	Lots	7 Key Contributor High performer, hard to replace Reached career potential Retain, reward Help with developing others	8 Strong Performer Ready for additional challenge Potential to perform in another role	9 Top Talent Capacity or ability for immediate advancement Clear potential beyond current role Senior succession
	Average	4 Acceptable Performer Valued Possibly specialist Engaged, focus, motive	5 Operational Hero Potential to move through lateral move Needs to be tested to ensure capability Majority of team are usually here	6 Rising Star Capacity or capability for progression Develop, recognise, promote
	Little/None	1 Unsatisfactory Performer Underperformer Performance needs to be managed	2 Marginal Performer Little ambition Meets basic requirements Has potential to improve	3 Emerging Talent New in role showing high potential Loves their job
		Low (unacceptable)	Medium (acceptable)	High (exceeds objectives)
		PERFORMANCE		

2.4 Assist potential coachees/ mentees to understand and participate fully in coaching/mentoring programmes.

It is essential to ensure that all participants whether they are the coach/mentor or coachee/mentee feel that they can fully partake in their program; some ways to assist coaches & mentees to understand and participate fully is to brief or provide a training session prior to the program starting that includes:

- An overview of the program
- Aims and objectives of the program
- Explain how mentors/coaches and mentees/mentors will be matched
- Detail the commitment required – time, frequency of meetings and flexibility
- Explain benefits and rewards of participating in the program
- What is expected of the mentee/coachee
- Feedback and evaluation process

This will help mentees/coaches to address any concerns they have, discuss expectations, explain what mentors/coaches can and cannot do, help them to start thinking about their own goal-setting, and what to do if they feel the program is not working out (Mentoring Programme Guidance, n.d.).

The Bluestone Way document explains how the process works and what is expected (shown in **E11**, **E14** & **E15**), however it does not state how feedback after the program will be gathered and measured. One suggestion would be to create an online anonymous survey for the mentees/coachees to complete after the program. This will allow them to be honest about their experiences and provide L&D and HR information to make improvements to the program including spending more money on resources if needed (Costing and Benchmarking Learning & Development | Factsheets | CIPD, 2020).

E16 is an example of an anonymous evaluation form that Bluestone uses for a different program that would be completed by participants. Whilst this is not the exact form that would be used for the Bluestone Way, it could be a good template to use as it is anonymous, has clear questions and scoring options, and isn't too lengthy to complete. **E17** shows part of the Bluestone Way document that explains what the mentee/coachee should expect and how to prepare for their reviews with their mentor/coach. **E18** shows that once the program is completed, there will still be continuous learning and that the mentee/coachee should consider what they have learned, how they will use their new skills and to keep a record of any further training they complete. Keeping a CPD will encourage participants to log new training/skills and keep their knowledge up to date. It can also be used as a way to plan development that links directly to practice and strengthen professional credibility (What is Continuing Professional Development (CPD) | CIPD, 2018).

Course Evaluation Form to be used for RLSS UK and IQL Courses

Course Details				
Course type:		Course start date:		
Course venue:		Course finish date:		
Facilities – Please place a '✓' in the appropriate box				
	Poor	Satisfactory	Good	Outstanding
Training room				
Training equipment				
Water space available for training (if applicable)				
Training and Assessment – Please place a '✓' in the appropriate box				
	Poor	Satisfactory	Good	Outstanding
Time allowed for practice / understanding				
Length of the course, breaks etc.				
How useful did you find the group activities				
Quality of theory training				
Quality of CPR and First Aid training (if applicable)				
Quality of AED training (if applicable)				
Quality of water training (if applicable)				
How useful did you find the PowerPoints?				
How useful did you find the videos?				
Quality of assessment (if applicable)				
Course Administration – Please place a '✓' in the appropriate box				
	Poor	Satisfactory	Good	Outstanding
Ease of enrolment?				
Pre-course information?				
Was the course well prepared?				
What was the cost of the course?	£			
Value for money?				
Did you receive a copy of the course manual on the first day? (N/A for Renewal Courses)	☐ Yes ☐ No ☐ Not Applicable			
Would you recommend this course to a friend?	☐ Yes ☐ No			
Additional Comments:				
Centre/Trainer use only				
Reviewed by:		Date:		
Actions for next course (if any):				

- Preparation – Person being reviewed

The individual will complete a self assessment. This will enable the individual to look back over the previous 12 months and provide an overview of their performance in the role. It will indicate what they view to be their key responsibilities, how they rate their own performance against previous objectives and behaviours and what they believe to be their key objectives for the year ahead and what they believe to be their developmental needs. There will be a requirement to self rate within a scoring system.

It is important for the individual to give themselves sufficient time to consider their ratings honestly and as objectively as possible as the self assessment forms a significant part of the discussion during the review meeting. *You will only get out of this process, what you are willing to put in!*

The completed self assessment will be forwarded to the line manager who will review the content as part of the preparation for the review meeting.

The PDP document and CPD log should be completed by the individual to demonstrate what actions have taken place to address previously identified development needs.

HR-PM002
Issue: 002
Date: Dec-19

THE BLUESTONE WAY LEADERSHIP DEVELOPMENT



PERSONAL DEVELOPMENT PLAN From: To:

What do I want to learn?	What will I do to achieve this?	What resource or support will I require?	What will my success criteria be?	Completion target date.

CONTINUOUS PROFESSIONAL DEVELOPMENT RECORD

Key Dates	What did you do?	Why?	What did you learn from this?	How have/will you use this?

2.5 Support the on-going evaluation and continuous improvement of the organisation's coaching/mentoring programmes.

After reviewing the Bluestone Way documents that I have access to, there appears to be no clear evaluation process in place for this program. A suggestion would be to use 360 degree feedback. This is something Bluestone has used previously for personal development plans. The 360 degree feedback process works by providing each employee the opportunity to receive performance feedback from his or her supervisor or manager and four to eight peers, reporting staff members, coworkers, and customers. Most 360-degree feedback tools are also responded to by each individual in a self-assessment. **E19 & E20** show email communication between me and the Head of L&D discussing the 360 degree feedback and how it can be potentially used in the Bluestone Way program.

As part of the 360 degree feedback system, each employee also completes a self assessment survey to evaluate their performance within the coaching/mentoring program. The purpose of the self assessment is to open up the conversation between the employee and their manager during the review. The self assessment encourages the employee to review their goals, assess their progress and thoroughly consider areas for job and career growth (Heathfield, 2021).

Once the feedback from the program has been collated it is important to review the feedback to decide whether it was effective or not. If the feedback is good and there are no real changes that need to be made then it can continue as it was. However, if the program has poor feedback it is important to find out what the issues were. This may mean that you will need to gather more specific information through interviews or surveys. Once the problem has been identified you can correct it so that the program works better in future. Actively working to improve the program will improve employee experience which will have a positive effect on their engagement and organizational culture (How to Measure Mentoring Program Success, 2019).

E19

From: Claire Lewis
Sent: 11 March 2020 17:39
To: Mel Goldsworthy
Subject: RE: 360 Degree feedback

Hi Mel,

The 360 is an online process through a 3rd party.

To activate this we will need to the following:

1 Manager who would complete the assessment

3 to 4 peers – Technicians who work closely with the employee

Does anyone work for them e.g are they a Supervisor? Part of the assessment assumes people that report in to the individuals

Perhaps when you are in next I will show you my report as it is quite comprehensive and the questions that the above people would need to complete are in depth too and would need adequate time at a computer to complete – again perhaps we can talk it through when you are in the office next 😊

Kind Regards

Claire Lewis
Head of Learning & Development
Extension 508

E20

Hi Claire

Thanks for explaining this to me. I thought it would be good to use for the Bluestone Way program as well as it seems quite in-depth like you said. There would probably be quite a lot of data from the results that could help understand what is good/needs improving. We could even hold a de-briefing with mentors & mentees after the program finishes and understand if refresher training would be needed before the next cohort?

Let me know what you think – I would like to have some more involvement in this process to get a better understanding.

Kind Regards,
Mel Goldsworthy
People Services Officer
Bluestone National Park Resort
Tel: 01834 869 900 ext 444



From: Claire Lewis
Sent: 11 March 2020 17:39
To: Mel Goldsworthy
Subject: RE: 360 Degree feedback

Hi Mel,

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