



# Social Care Institute for Excellence People Management Network

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Study Day:  
Inspiring people management  
**June 13 2006**

*Relationships: the heart of people  
management*

Andrew Cooper



*Relationships:  
the heart of people management*

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“People in my borough don’t want relationships, they just want a decent service...”

(A director of social services)



## *Relationships: the heart of people management*

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- 'Learning organisations'

- 'Thinking organisations' –

organisations that promote, support and sustain the capacity of the workforce to think about the emotional processes in the work, and about relationships.



## *Relationships: the heart of people management*

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- the idea of emotional experience as central to our work
- why relationships in our work are all about 'emotional experience'
- why it's essential, but hard, that we maintain a focus on this in all aspects of our thinking about people management, and workforce development
- How it's become harder in the modern policy climate to do this



*Relationships:  
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to do our work *well* we must be open to emotional disturbance arising from the work.

to do this work well *means* being emotionally disturbed by it some of the time.



## *Relationships: the heart of people management*

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“Part of me, with the feelings I got from the visit with mum, it must have been still something that was niggling at me and I suggested just to be on the safe side, just to be certain, just to make sure, that she was not returned to Manning’s”

The Victoria Climbié Inquiry Report (2003) p. 179



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Emotions in organisations –  
Disturbance or intelligence?

David Armstrong, 2004



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## Emotional intelligence

'In a sense we have two brains, two minds – and two different kinds of intelligence: rational and emotional. How we do in life is determined by both...it is *emotional* intelligence that matters... feelings are typically *indispensable* for rational decisions'

(Goleman, 1996, p. 28).

'There is intelligence *in* the emotions (and) intelligence can be brought *to* emotions'

(1996 p. 40).





## *Relationships: the heart of people management*

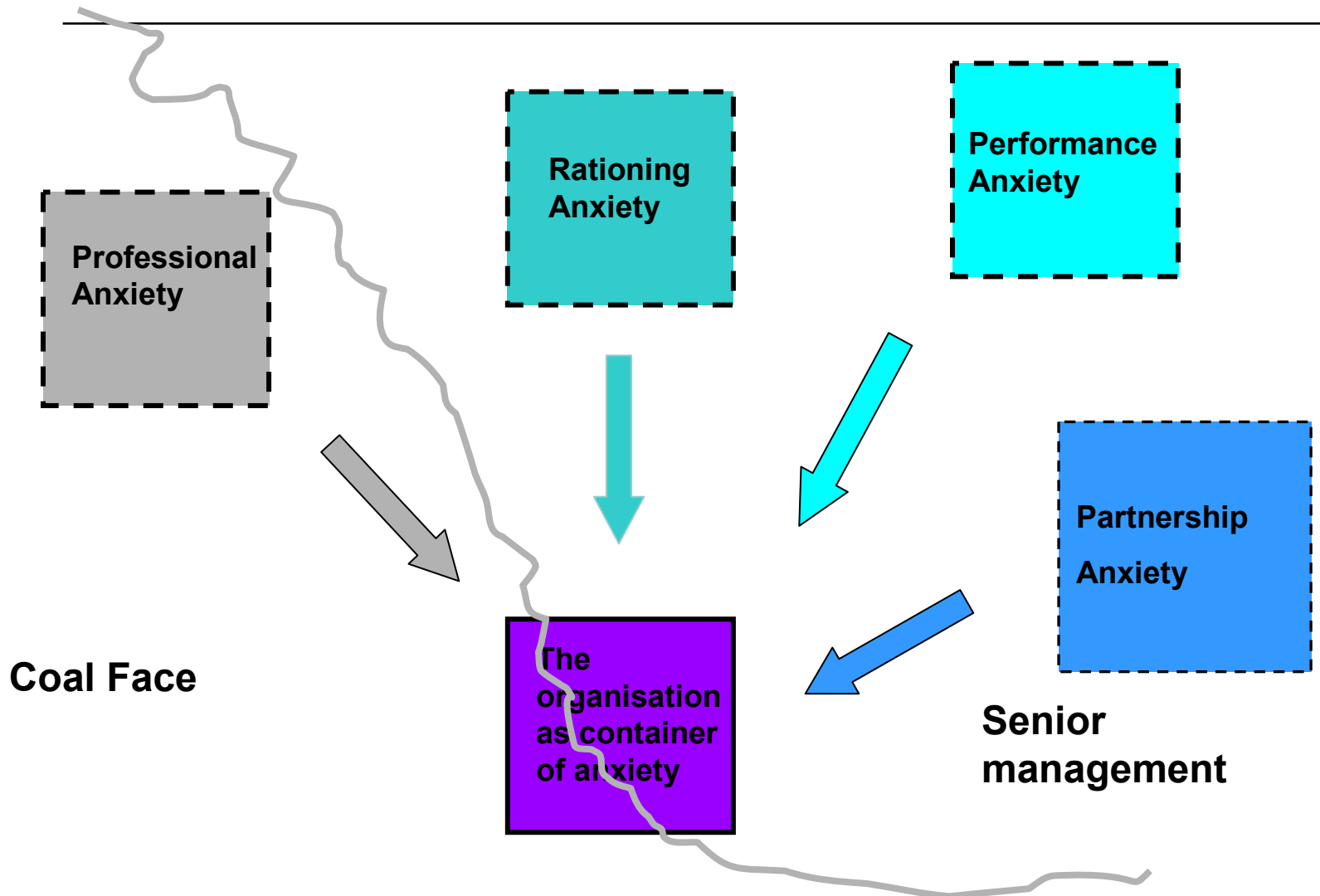
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Why it's hard to retain a relationship focus in our work (1)

Staff will be *ambivalent* about providing themselves with the conditions under which they might be put *more directly in touch* with the everyday pain of the work.

Menzies Lyth I. 'A case study in the functioning of social systems as a defence against anxiety

# Excess Anxiety in Organisations





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**Can you train people for these emotional and relationship capacities and skills?**

**Yes, but...**

**Can you research and evidence the impact of these on practice and management?**

**Yes, but...**

**(There's a lot more work to do)**



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**Is it swimming against the tide to emphasise relationships rather than outcomes, performance, target-setting...?**

**Yes, but if you believe in it....**