

Log On to Get On

The IPA guide to free or nearly free online resources supporting the IPA President's 'People First' agenda | *Version 2, 2024*

Advertising is a people business.

IPA President, Josh Krichefski's agenda is very much focused on our people.

His People First agenda is designed to open eyes, open hearts and open minds.

To Open eyes – by making sure that the advertising industry is culturally relevant in modern Britain – so that it attracts the best talent.

To Open hearts – by being more inclusive than ever – so that our industry retains and nurtures the best talent.

To Open minds – by looking after the wellbeing and mental health of everyone working in the industry – so that we support our talent.

The agenda, therefore, is about investing in our people.

There is no shortage of easily accessible free or cheap resources to support the People First agenda. However, in this publication Gwyn March, IPA's CPD advisor, has brought

together the best sources for courses, webinars, talks, books, qualifications, research, blogs, podcasts, websites and mentoring.

This is not though exhaustive, so contact Gwyn via gwyn@ipa.co.uk with comments and suggestions regarding resources you rate when it comes to putting people first.

A good first place to look at IPA resources is **The Wellbeing Lab**.

Opening eyes

How do we continue to attract the best talent to our industry?

Type of learning	Name	Short description	Price
Online courses	<u>Screenskills modules on inclusive hiring</u>	Although designed for film, unscripted tv, high-end tv, children's TV, VFX, animation and games this 30-minute module will help you understand the importance and benefits of inclusive hiring practices, as well as practical actions you can take to improve the inclusivity of your current approach, including how to write a job description, tips for the selection process, interviewing and incorporating formal inclusive hiring techniques into less formal processes. And this is just one of many e learning modules you can access simply by creating an account including ones on sustainability, bullying, safeguarding on set, disability, unconscious bias and welcoming.	Free
Online courses	<u>Coursera – Interviewing, Assessment, Onboarding</u>	In this course, you will learn about the pivotal role recruitment plays in building and sustaining a diverse workforce and inclusive workplace. Although Australian based, this is one of four modules containing very useful material such as on unconscious bias.	Approximately £40 for up to 12 hours. Although you can enrol for a free trial first.
Online courses	<u>LinkedIn Learning</u>	If you type 'diverse and inclusive recruitment' into their search box you will be shown a plethora of courses/videos including 'fair and effective interviewing' and 'embrace difference personality types.' They now even have a video/course on 'Establish diversity, equity, and inclusion strategies for remote work'. Pretty flexible ways to learn - online and off line.	Free trial month and then annual plan: £203.88 per year (£16.99/month) or monthly plan: £29.99 per month (£359.88 annually). They are flexible though and you can just buy an individual course.
Online courses	<u>Class Central</u>	A huge list of free courses worldwide but be warned – if you type in something like 'diversity' you'll get a lot you are probably not after. This course is six hours of Unconscious Bias training. There is often a short video explaining why you should study something.	Free but you can spend money to get a certificate.
Recorded webinars/events	<u>IPA Overcoming Ageism Event</u>	A virtual training forum looking at how to recognise and avoid ageism in the industry. In this session we hear from Visible Start – a successful initiative that champions inclusivity for mid-life women within all types of WPP agency/roles – before a practical session from Hobbs Consultancy on how to avoid ageism in your workplace culture, and then series of inspiring talks from Kate Bruges on the value of wisdom in commercial creativity.	Free
Recorded webinars/events	<u>IPA Talent and Diversity Conference</u>	The half-day conference, hosted by IPA Talent Leadership Group Chair Xavier Rees explores how to develop a culture that welcomes everyone, retain the talent we have and represent the audiences we serve; creating an industry that is truly equal to all, as well as celebrating our industry's champions of diversity, equity and inclusion with the announcement of the IPA iList 2024. You can also search for highlights from the conferences in 2022 and 2023. There is always a wealth of good ideas although my favourite remains Poorna Bell's advice to take up weightlifting to overcome imposter syndrome	Free
Recorded webinars/events	<u>Ten Ways To Get Better At Hiring Gen Z</u>	As Gen Z talent becomes an increasingly important part of future-proofing your business, so does the conversation around how and where to find them. In this IPA Training Forum session, Sam Hornsby and Mae Yip, ERIC, the The UK's #1 career app for young people looking to upskill and get experience in the creative industries, chat through ten favourite strategies that their clients have found instantly and consistently useful. Two years later ERIC were back with new data and insights into recruiting Gen Z	Free
Recorded webinars/events	<u>All In How To Sessions</u>	Practical sessions (x 9) have been developed in response to the All In industry-wide census led by AA, IPA, ISBA and Kantar. All sessions are free and available on YouTube. Sessions include: Black representation in marketing (BRIM), disability, social mobility, women, Asian, older, mental health, LGBTQ+ and physical disability.	Free
Recorded webinars/events	<u>All In Summit 2023</u>	The summit is neatly divided into 14 videos on YouTube so you can choose which part of the results/discussion of the second census you access. Particularly good session with the CEO of St Luke's talking about great ways to attract and retain people without necessarily offering pay rises.	Free
Recorded webinars/events	<u>Hard to Reach Talent</u>	ERIC Webinar on How to reach the hard-to-reach Gen Z talent with sensible steps such as understanding your target audience, creating responsive content etc.	Free
Recorded webinars/talks	<u>The benefits of Myers Briggs profiling for your team</u>	HR consultant Tanya Whitehead joins the IPA Training Fourm for an all-round introduction to the Myers Briggs (MBTI) tool and how it can be used to support personal and team development, and promote diversity of thought, all in a cost-effective way.	Free
Recorded talks/videos	<u>Discover Creative Careers</u>	Discover Creative Careers Week is running at the same time as AdUnlocked November 2024 so there will be cross fertilisation. As well as opportunities for employers to post their materials, there are recorded panels and virtual sessions to show employers how DCC can help. There are also resources for careers advisors and teachers.	Free
Courses	<u>Creative Equals Communities</u>	Our creative programmes are a core pillar of what we do at Creative Equals - where we support and deliver growth through inclusion within various under-represented and unheard communities. We do this by sourcing funding and sponsorship from changing making brands and agencies to run and deliver upskilling programmes, talks and events. This sector of our business is run like a non-profit, with funds being reinvested back into initiatives that work with communities we support so Creative Equals' can continue making a positive impact. Please see other way to hire under-represented groups in the <u>IPA Career's Hub</u> .	Nominal fee
Qualifications	<u>Apprenticeship in Recruitment Resourcing</u>	Ideal to upskill someone already in the business with this Level 2 qualification. By the end of the course the recruitment resourcer will have covered subjects such as the candidate attraction and selection process and how to initiate, build and maintain relationships with candidates, as well as legal issues, such as rights and responsibilities, including ED&I, alongside practical uses of research and data.	Free if levy payer, nearly free if non levy payer but obviously need to factor in length of course

Type of learning	Name	Short description	Price
Books	<u>Hiring for Diversity – seven recommended books</u>	This list comes with reasons why they are recommended such as for The Talent Fix by Tim Sackett: 'Sackett is a no holds barred kind of guy and was right on the money with calling out the challenges I've faced in the recruitment process with actionable advice you can utilise right away. The humour was an added bonus.' Great to see another book be all about hiring for attitude.	Cheap
Articles/essays/research/blogs	<u>How AI can help diverse hiring</u>	Interesting blog giving examples of how AI helped with DE&I recruitment, but admitting that even AI is not bias free	Free
Articles/essays/research/blogs	<u>McKinsey 2023 report Diversity Matters Even More</u>	'Diversity Matters Even More is the fourth report in a McKinsey series investigating the business case for diversity, following Why Diversity Matters (2015), Delivering Through Diversity (2018), and Diversity Wins (2020). For almost a decade through our Diversity Matters series of reports, McKinsey has delivered a comprehensive global perspective on the relationship between leadership diversity and company performance. This year, the business case is the strongest it has been since we've been tracking and, for the first time in some areas, equitable representation is in sight. Further, a striking new finding is that leadership diversity is also convincingly associated with holistic growth ambitions, greater social impact, and more satisfied workforces.'	Free
Articles/essays/research/blogs	<u>Lisa Thompson Diploma essay on social mobility</u>	Wavemaker North article in Campaign based on her IPA Excellence Diploma thesis: 'Killing the elephant in the diversity room – social class'. The article offers practical steps that can be taken as well as outlining the issues. Lisa is also one of the founders of <u>Common People</u> which archives interesting articles every month.	Free
Articles/essays/research/blogs	<u>Mullen Lowe's 'This is What 50 Looks Like'</u>	Their top planner Ayesha Walawalkar explains some things that research has revealed about over 50s - such as it is daft to bundle them all together and how much of the nation's wealth is held by them...	Free
Articles/essays/research/blogs	<u>Ambitious about Autism blogs</u>	Some of these blogs talk about the double difficulties some face e.g. being black or LBGQT+ and autistic. Useful blog about adjustments made to help someone integrate better into work.	Free
Articles/essays/research/blogs	<u>Best practice for ED&I in advertising campaigns</u>	Excellent recent advice from The IPA Production Group on being careful with written instructions and language, for example being aware of cultural stereotyping in wardrobe. If we improve here it will help us persuade under-represented groups they want to be part of this.	Free
Articles/essays/research/blogs	<u>Good Work Review: Job Quality in the Creative Industries 2023</u>	This review includes many areas it says contribute to good work, among them D&I. It seems balanced. Whilst we as an industry are poor at long hours and staff attrition, we are good at creating things and autonomy. A recent government report on growing the creative sector noted that engaging in creative activities can also underpin mental health and this is increasingly used across our healthcare system, for example music therapy. See <u>The National Academy of Social Prescribing for ideas</u> .	Free
Articles/essays/research/blogs	<u>Why you should hire introverts</u>	This article is low on proof for the 12 reasons it gives such as more creative. better listeners, better at deep thinking. However, even if a small part is true we should make sure introverts are included in our hiring.	Free
Podcasts	<u>Campaign podcast</u>	In this episode International Longevity Centre director David Sinclair is joined by MullenLowe Group UK chief executive Jeremy Hine and the7stars owner Jenny Biggam to discuss ageism in advertising.	Free
Podcasts	<u>ADHD Girls</u>	'Join Samantha Hiew, Director of ADHD Girls, as she uncovers hidden stories of neurodivergence that come from a few, but speak to so many of us. Utopia, the campaign, aims to platform the voices of neurodivergents across different communities and life circumstances, so we find the words to get the support we need.' This is just one of many, many ADHD podcasts supporting women which have sprouted recently, possibly due to the large increase in diagnosis amongst adult women.	Free
Podcasts	<u>ADHD Sit Down Comedy Show</u>	As a change to her normal <u>ADHD podcasts</u> Leanne Maskell invites Loveday (who works at a media agency) and Amber to do a comedy routine. Oddly teaches us so much about ADHD especially its spontaneity.	Free
Websites	<u>BBC Black History Month educational resources</u>	Although aimed at students, many of the KS3 resources are useful. For example <u>here we have a Black games designer</u> . There is even a <u>Horrible Histories</u> episode.	Free
Websites	<u>IPA Careers Hub</u>	<u>Over 60 ways to recruit under-represented talent</u> including via schools, tech solutions, specific groups, partners.	Free
Websites	<u>IPA Employee Satisfaction Survey</u>	One way to diversify is to ask your current employees what is good or could be better via an employee engagement survey. This is a free product we can brand and tailor.	Free
Mentoring/open days/coaching	<u>Advertising Unlocked</u>	Advertising Unlocked introduces new, potentially unconsidered career options to school and college students, and provides agencies with an audience of fresh, diverse talent. On 13 November 2024 top UK advertising and media agencies are opening their doors to the next generation of talent, revealing how campaigns are made, what it's like to work in advertising and giving students the opportunity to work on a brief. Our suggested age range for students is KS4/5, but schools are still welcome to participate with students outside of this range. <u>There are extensive resources provided for both schools and agencies</u> .	Free

Opening hearts

Ensuring everyone we attract feels they belong in our industry

Type of learning	Name	Short description	Price
Online courses	<u>CPD Resources</u>	Resources, including training materials, videos, templates and case studies to help you engage and retain your people through welcomes, appraisals, training programmes.	Free
Online courses	<u>Microsoft Accessibility modules</u>	An array of teaching resources designed to help you through the fundamentals of making sure you have the right procedures and why it is good for all, plus help for different types of disability – vision, hearing, neurodiversity, learning, mobility, mental health. There are videos from their Accessibility Summit . Apparently 1/7 of the world's population has a form of disability which underlines the importance of getting accessibility right. Many agencies now include some of this in their onboarding for everyone.	Free
Online courses	<u>Acumen Academy on building a more inclusive world</u>	3.5 hours. 'Learn How To: 1. Apply three components of the inclusive business playbook – purpose, strategy, and value indicators – developed by EY and Acumen to increase inclusion across your business. 2. Adopt practices to advance inclusion, change systems of exploitation or exclusion, and contribute to a more inclusive world. 3. Use tools to document and apply key learnings to start your journey towards inclusive business success.'	Free
Online courses	<u>A Deeper Understanding of Autistic People</u>	Part of FutureLearn for Business' ExpertTrack learning	Free trial and cheap subscription thereafter
Online courses	<u>CIPD Inclusive Management and Leadership Skills</u>	Explore how to effectively manage a diverse team inclusively and create an environment where everyone feels a sense of belonging. Three hours per week for four weeks. 'Once you've completed this course, you will be better equipped to hire, develop, and retain people while creating a team environment where everyone feels that they belong.'	Some limited free materials, or you can buy the whole course for £74 or get access to all of the CIPD's resources and training for about £250
Online courses	<u>CIPD Essentials courses</u>	Short courses on everything from hybrid working to employment law to being an inclusive leader to the menopause..	Free to CIPD members which I'm sure your HR team will have access to
Recorded webinars/events	<u>AbilityNet webinars – recorded and upcoming</u>	They have some free webinars from 2022 and many other webinars/courses can be purchased by themselves or as a bundle, quite cheaply.	Free
Recorded webinars/events	<u>Employee Resource Groups (ERGs)/Communities</u>	Employee Resource Groups (ERGs) are voluntary, employee-led groups whose aim is to create a diverse, inclusive workplace in adherence with the values of the companies they are part of. ERG success stories As workplace diversity and inclusion increase, so does the prevalence and popularity of ERGs. Please follow the main page link below to gain insights from agencies. (Podcast) IPA On...Community Matters with David Adamson, The&Partnership, and Russ Groombridge, RAPP. (Blog) How supporting working parents benefits the agency by Scarlett Stratford-Wright, People Director at RAPP. (Video) IPA Training Forum: ERGs - Inspiring growth and belonging, a panel discussion from Rapp, The&Partnership, Wavemaker and Total Media	Free
Recorded webinars/events	<u>You Tube 'Welcome to the Era of Belonging'</u>	2021 video. 'Companies that create a sense of belonging enjoy substantial gains. High belonging has been linked to a 56% increase in job performance along with a substantial reduction in sick days and turnover risk. Stefan Wissenbach and Sarah Skerik share an in-depth discussion of belonging in the workplace, its contributing factors, importance, and actions leaders can take to foster belonging among their employees.' This is just an example video, there are many, but it does have an accompanying white paper.	Free
Recorded webinars/events	<u>Stepping Into the Spotlight</u>	One of many Stepping into the Spotlight events which are designed to inspire young/mid level women and give them the confidence to reach the top of their companies. This one has Clara Mercer, communications director at the British Fashion Council talking about the role of women and diversity in the fashion industry and what adland can learn from it. The webinars were recorded and are available for free but there are many other live sessions, not just in London, that are good value.	Free/Good value
Recorded talks/videos	<u>Open University Black History Month resources</u>	This is a treasure trove of articles, videos and courses. Particularly interesting was an article about the black female maths workers at NASA, who had to use different loos . Elsewhere on the OU site are hundreds of free courses including Diversity in religion: Islam	Free
Recorded talks/videos	<u>An update on timeTo</u>	Senior women from our industry, including Pippa Glucklich and Diana Tickell, joined the IPA Training Forum in October 2021 to discuss the latest from timeTo, a coalition of three UK advertising and marketing bodies set up to tackle sexual harassment in advertising, and their mission to eliminate sexual harassment in our industry. You may also find useful this article by Stephen Woodford, CEO of the UK Advertising Association and one of the founders of timeTo. In it he explores some ways in which businesses can begin to tackle sexual harassment. For more about this collaboration between NABs, WACL and The AA please visit the NABs site .	Free

Type of learning	Name	Short description	Price
Recorded talks/videos	<u>The Truth about Confidence</u>	At the IPA Training Forum ex account director Sam Pearce covers in this session; what it feels like to have confidence, and to not; what confidence is, and where it really comes from; how to find new ways of building confidence in your life	Free
Courses	<u>Inclusive onboarding</u>	From AbilityNet, who say: 'According to a Gallup survey, only 12% of employees think their company did a good job at onboarding. There is much that can go awry if this process is not planned and designed with inclusivity in mind, and everything to gain by getting it right – with Glassdoor reporting that a strong onboarding process can improve new-hire retention by 82% and productivity by over 70%.' You can buy a recording of the two hour course.	£48 to buy the recording
Qualifications	<u>IPA D&I Essentials</u>	Online learning content provided by The Hobbs Consultancy, this qualification will help you to step up and effect positive change in your workplace. Each of the nine modules takes an in-depth look at different workplace diversity and inclusion metrics. At the end of each module you will receive clear actionable tips and guidelines, whether you are in that group or want to be an active ally for that group.	£60 for ten hours of learning over nine modules and an exam worth a MIPA star
Books	<u>Feminist Fight Club</u>	In this summary of Feminist Fight Club by Jessica Bennett, you will receive some brilliant insights on e.g. 'mansplaining and how to counter it'. The book itself contains great advice from top adwoman Cindy Gallup on negotiating a pay rise: 'You should ask for the highest number you can utter without actually bursting out laughing.' There is also useful advice for men. This was recommended to me by women in our industry.	Free summary, cheap book
Articles/essays/research/blogs	<u>'Stay' conversation toolkit</u>	Even if you don't pay them Disruptive HR will let you access some great articles and podcasts.	Free
Articles/essays/research/blogs	<u>Stay Interviews</u>	Retaining top and diverse talent is a huge challenge. Invest time and effort into exploring how staff are currently feeling and doing to help them thrive through stay interviews (as opposed to exit interviews). Excellent article explaining why you should do them, when, what to ask and what to do with the information – written by senior industry people.	Free
Articles/essays/research/blogs	<u>Training Zone article on whether your onboarding programme is failing your EDI</u>	Onboarding is vital to retention – if you have a good welcome you are so much less likely to leave within the year. But recently CPD people have worked out that it is a very important stage in belonging, to show your DE&I practices from the very beginning.	Free
Articles/essays/research/blogs	<u>HR Zone article on how HR can help mark Black History Month</u>	The expert shares the idea that this should be continual and not just once a year, plus how useful it can be to have employee resource groups (ERGs), something most CPD Gold agencies have.	Free
Articles/essays/research/blogs	<u>Runnymede Trust on myth of meritocracy for black women</u>	This talks about a book called Broken Ladders. '75% of women of colour have experienced racism at work, and 61% report changing themselves to 'fit in''	Free
Articles/essays/research/blogs	<u>Diverse Minds article on inclusive language</u>	'Inclusion etiquette refers to respectful communication and interaction with people who may not have the same characteristics as someone else. The principles of inclusion etiquette rely on common sense to guide your interactions with people and behave in the same courteous and respectful way with individuals you know in the workplace. It sets out professional workplace standards.' The examples are sensible but take practice. For example, do not lump together groups such as single mothers, don't use 'man' when you mean 'humankind' etc.	Free
Articles/essays/research/blogs	<u>Creating an inclusive fertility and family building workplace culture</u>	Fiona Skinner, Founder and Director, The Fertility Coaching Company comes from a background as a director of a global advertising agency. She explores options that men and women have to make combining career and fertility plans possible. This is a downloadable 20-page research pdf which explains why infertility matters in the workplace and why we need to be aware of it.	Free
Articles/essays/research/blogs	<u>How to be honest without being hurtful</u>	Carla Miller has some very sensible advice and notes this about bias: 'We all have unconscious bias and our expectations of people may be shaped by that. Black women are often labeled as aggressive for the same behaviors that white women receive no negative feedback on. We also need to make sure that the feedback we give is fair and not based on our own privilege.' She argues that people really need specific feedback to progress in their careers. (Similar to the <u>radical candour idea</u> – caring personally while challenging directly.)	Free
Articles/essays/research/blogs	<u>HBR Leaders, Stop Rewarding Toxic Rock Stars</u>	A good long article on why leaders should not hire 'toxic rock stars' and the negative impact on productivity, people churn and diversity if they do. There is also a recording of the article. <u>Research has shown that toxic cultures cost U.S. companies almost \$50 billion per year</u> , and toxic culture was the <u>single biggest predictor of attrition</u> during the first six months of the Great Resignation. In the midst of the fight for talent, at a time when the <u>link between diversity and better business outcomes</u> is finally being understood and when external stakeholders are demanding accountability on diversity metrics, company leaders must look carefully at the wide-ranging impacts of tolerating and rewarding high-performing bullies at the expense of culture, particularly as they impact women of color.'	Free
Articles/essays/research/blogs	<u>WACL on Accessibility</u>	This blog is about a mother of a deaf child's desire to get tech to help us achieve accessibility and thus help overcome the problems highlighted by the All In Census. <u>Here are all of the blogs, podcasts and reports WACL have produced through their campaign for gender equality</u> . A wide range of articles, I particularly enjoyed the <u>'sneaky sexism'</u> one.	Free

Type of learning	Name	Short description	Price
Articles/essays/research/blogs	<u>How to harness flexibility to drive inclusion</u>	With more and more companies moving to hybrid working, HR consultant Mary Budd explores the challenges and opportunities it presents around diversity, inclusion and belonging. Whilst there is a possibility of 'in' and 'out' groups, with some sensible adjustments this need not happen e.g. core hours, recognising outputs and not caring how they came about, keep training everyone on all the tech and new products etc.	Free
Articles/essays/research/blogs	<u>What we can learn from Ogilvy's apprenticeship programme – The Pipe.</u>	Since its launch, Ogilvy UK's acclaimed apprenticeship scheme, The pipe has taken on 50 apprentices across its wide range of departments and functions, with over half from minority ethnic backgrounds. Recently they became the first agency in the UK to put a select group of young creative talent through the <u>new Junior Advertising Creative apprenticeship scheme</u> , in partnership with the Bauer Academy and IPA.	Free
Podcasts	<u>Campaign podcast on why disabled people are poorly represented in ads.</u> <u>Campaign podcast on 'getting Ramanadam right'</u>	Just two examples from the regular Campaign podcast – it normally just talks about ads per se but occasionally through a DE&I lens.	Free if your agency subscribes
Podcasts	<u>Terry O'Reilly Under the Influence 'Ageism in Advertising'</u>	A fun podcast from a Canadian advertising executive talking about the silliness of youth obsession when the over 50s have so much more money.	Free
Podcasts	<u>IPA Podcast</u>	One of the most awarded creatives in the world, Mark Denton joins IPA Director General Paul Bainsfair to talk about his route into advertising, his extensive career, the decision to become an intern in his 60s and what has changed about the industry over the years. This is very important because Mark faced some hostility to his becoming an intern and this shows the ageism of the industry.	Free
Websites	<u>Leo – recorded creative books for dyslexics</u>	So far they have recorded 10 books, by authors such as Dave Trott and Steve Harrison as well as CampaignLive.co.uk	Free
Websites	<u>AbilityNet</u>	'AbilityNet is a UK-based charity with a global reach - our vision is a digital world accessible to all.' They provide many <u>factsheets e.g. dyslexia and technology, autism and computers.</u>	Free
Websites	<u>Think with Google Building more inclusive marketing and diverse corporate cultures</u>	D&I is a whole section on this site which has worldwide resources and thought pieces on inclusive media planning, LGBTQ+ in gaming, creating marketing that positively represents plus-size people etc. I particularly enjoyed why advertising is still a force for LGBTQ+ equity with some good example <u>ads.</u>	Free
Websites	<u>ADHD Untangled</u>	You have to sign up but once you do there is a plethora of resources: videos, books, podcast recommendations etc. I liked the sound of 'morning routines for neurodivergent people'.	Free
Mentoring/open days/coaching	<u>IPA Mentoring and Coaching Hub</u>	The Hub contains reasons why mentoring and coaching are good for encouraging belonging. It also has the contact details for a variety of organisations which provide free and paid-for mentoring for individuals and groups, including NABs, Bloom, Outvertising, BIMA, MEFA, SheSays, WACL, ifnotyou, Common People, Media Trust, APG, D&AD, ADHD Girls.	Free
Mentoring/open days/coaching	<u>BRiM framework – sponsorship toolkit</u>	This is just one of many useful tools available via The Ad Association. BRiM is a cross-industry initiative created to improve the representation of Black people in marketing. Worth registering for.	Free
Mentoring/open days/coaching	<u>NABs – Working Parents Programme</u>	NABS sees a direct link between diversity and inclusion and wellbeing. When people feel comfortable in the workplace, whatever their age, gender or background, they are more likely to enjoy their work, to operate well and to develop their career positively. The working parent programme , once you do enough clicking through, has an impressive list of resources including support for working parents.	Free
Mentoring/open days/coaching	<u>NABS x Outvertising LGBTQ+ Speed Mentoring</u>	Although this event is passed it is worth getting in touch with NABs to see what they offer in this arena as they have previously done other versions for e.g. BAME employees.	Free
Mentoring/open days/coaching	<u>Sally Henderson's Leadership Learning Hub</u>	Sally is a professional leadership mentor, and one of the videos on her site explains the difference between mentoring and coaching! There are many free resources in the Learning Hub - webinars, blogs, bite sized videos, newsletter, podcasts. She also recorded a <u>Training Forum webinar</u> on why you should not bring your whole self to work...	Free

Opening minds

Supporting the positive mental health and wellbeing of our people

Type of learning	Name	Short description	Price
1. Empower/raise awareness			
Online courses	<u>An Introduction to mental health awareness at work</u>	Although from Screenskills,so aimed at the world of film and TV, this 20-minute module is relevant to advertising. The Looking Glass Report revealed that 87% of film, TV and cinema professionals have experienced a mental-health problem at some point in their lives (source: Film and TV Charity).	Free
Online courses	<u>NABs free workshops</u>	This workshop about confidence and gravitas is one of many excellent free resources from NABs and they should always be the first port of call for wellbeing. They intermittently run other workshops with titles such as Debrief, Decompress, Destress.	Free
Recorded talks	<u>London Minds 'It's ok not to be ok'</u>	London Minds was a free event in 2021 helping manage mental health, inspired by the difficulties of living in London during COVID-19. The series of 17 talks brought together iconic speakers and global experts on food, your gut, burnout, sleep, breathing, fitness, mindfulness. You'll never look at gut health the same way again.	Free
Recorded talks	<u>Leyla from Diverse Minds Ted X Talk</u>	A talk on the connection between culture, race and mental health – from the speaker's own experience in a race equity position. It ends with some advice about creating an anti-racist culture.	Free
Courses	<u>NHS Mental Health Training</u>	This site has a huge compendium of training resources, many free. While most are to train to help children, they do list some for adults. It is not clear if this training is available for anyone who lives outside London. They list other organisations to turn to as an adult, including a Credit Crunch Stressline.	Some free
Courses	<u>Online mental health and wellbeing courses, Wales</u>	"Welcome to SilverCloud Wales Online Cognitive Behavioural Therapy. Our easy-to-use and interactive online programmes are designed to support your mental health and wellbeing. Select your category below and choose one of the programmes to complete over 12 weeks. For best results use 15-20 minutes a day, three to four times a week. If you stay engaged with the programme, you'll receive fortnightly online feedback from a qualified SilverCloud Supporter as you work your way through."	Free
Courses	<u>Over The Bloody Moon menopause specialists</u>	"We host a free 60-minute virtual Masterclass each month to help you manage or prepare for menopause. Pick up proven tools from menopause specialists and coaches to boost every aspect of menopause wellbeing. Our Masterclasses are interactive, memorable experiences that give you a chance to laugh and learn with other like-minded women. You'll get the opportunity to ask our specialists questions."	Free but no date offered currently
Qualifications	<u>Level 2 mental health awareness course (government funded)</u>	A very useful site called Free Courses in England publicises this. It is six weeks, about four hours a week, all online. but with tutor support, leading to a nationally recognised qualification.	Free but with criteria
Qualifications	<u>Level 2 mental health awareness course (government funded)</u>	And this is from the very similar Free Courses in Scotland	Free
Books/videos of books	<u>Atomic Habits</u>	Another chapter by chapter summary of how to build good habits. My favourites are to put running shoes at the front door and also to habit stack e.g. watch Korean sci fi from my crosstrainer...	Free
Books/videos of books	<u>Thrive by Arianna Huffington</u>	This video is based on her book Thrive which she published after collapsing from exhaustion. Really helps you see that trying to work at 3am was a bad idea. The book is full of sensible advice like try to get half an hour more sleep than you are getting now and see if that helps your productivity.	Free video, inexpensive book
Books/videos of books	<u>Grit by Angela Duckworth</u>	Some people may not like this book – which was recommended to me by an agency CEO – because she argues that while talent and intelligence are helpful, the real difference is perseverance, hard work and goal setting. A favourite study demonstrated that students who came back to try to beat their times on a treadmill were the ones who had done best in life decades later, not those who could run fastest. She is very keen on character development. This is a Google talk.	Free video, inexpensive book
Books/videos of books	<u>The No Asshole Rule by Robert Sutton</u>	An excellent summary, chapter by chapter, of this book which seeks to make us all aware that hiring jerks is a bad business decision which will depress other's productivity, create chaos, and cost you dearly. The site <u>Quick Reads</u> has many other resources aside from this book on leadership about why happy employees make for a happy and productive company. There are also audio summaries.	Free summary, inexpensive book
Books/videos of books	<u>Freedom to be Happy: The Business Case For Happiness, Matt Phelan</u>	Matt co-created the Happiness Index, used by his own agency as well as many other agencies. He has lots of evidence that happy staff make for a more profitable business. It explains to us the neuroscience behind all this and the role of dopamine, oxytocin, serotonin and endorphins.	Inexpensive book
Articles/essays/research/blogs	<u>HBR on managing toxic employees</u>	How to feedback to employees who aren't just difficult but so toxic they affect everyone else. Has interesting case studies.	Free

Type of learning	Name	Short description	Price
Articles/essays/research/blogs	<u>IPA's Top Ten Practical Stress Busters</u>	IPA CPD Adviser Gwyn March lists the most powerful stress busters for work and private purposes and explains the science behind them. Everything from breathing, to hugs, to movement to mindfulness.	Free
Articles/essays/research/blogs	<u>Report on 'Wellbeing Washing'</u>	Is your firm guilty of 'wellbeing washing'? Report warns there is a disconnect between what employers and staff view as effective in promoting workplace wellness. Employers have been warned they may be at risk of 'wellbeing washing' as research has indicated there is a disconnect between employers' and employees' wellbeing priorities. So we need to be cautious with what we offer and consult employees first. Employees also wanted employers to care about their wellbeing, not just their productivity.	Free
Articles/essays/research/blogs	<u>Tips for those with children sitting exams</u>	Excellent advice from The British Psychological Society such as 'that strategies to reduce test anxiety need to start well before exams even begin' and that people need to feel they belong (e.g. women on a STEM subject at university) to do well.	Free
Articles/essays/research/blogs	<u>Zoomly blog</u>	An excellent repository of good practical thoughts and advice across a myriad of wellbeing topics, curated by Dawn Sillett, a well-known ex-agency coach and tutor. Topics include ' <u>Managing for mental well being</u> ' and ' <u>Seven ways to keep your team motivated</u> .' She also does a <u>quarterly round-up of articles, videos and resources that are based on psychology</u> and summarises useful books such as <u>Optimise your Strengths</u> , which introduces you to the Strengthscope tool and also 'the path of limitation' and 'the path of possibility'.	Free
Podcasts	<u>Bruce Daisley 'Eat Sleep Work Repeat'</u>	Bruce is skilled at interviewing experts to understand work and life, as well as unpicking scientific studies and communicates the results as sensible advice, such as taking a lunch break is a good idea if you want to be productive in the afternoon. There is a cornucopia of episodes and related articles. Two that are especially relevant to awareness of how we could make things better at work are ' <u>The Case For Good Jobs</u> ' and ' <u>Is the four day week a cult we can all get behind?</u> ' He picks up on all the themes and new books, for example with <u>The Surprising Importance of Fun in Productive Work</u> .	Free podcasts Free newsletters Inexpensive book
Podcasts	<u>Sam Conliff Uncertainty Experts</u>	The Uncertainty Experts brings together psychology, neuroscience, CBT, empathy, design and emerging technologies to create a show like no other, an evidence-based intervention into uncertainty. Apart from these podcasts there is an Uncertainty Tolerance Test you can take. This test has allowed them to write a paper for <u>The CIPD</u> .	Free
Websites	<u>Menopause resources on the IPA site</u>	Quite rightly this topic has become high profile - given that it happens to half the population - and here you can find many resources on the subject such as the report, legal guidance, template policies. Also useful is a Training Forum from Roxanne Hobbs on ' <u>Managing Through Life Events</u> ' which includes the menopause.	Free
Websites	<u>Guidance and resources for line managers on menopause</u>	Whilst this was written for the NHS, who believe a fifth of their workforce is experiencing menopause, it has masses of info to help build awareness among employers, managers and HR.	Free pdf
Websites	<u>NHS mood self assessment quiz</u>	Many questions in sub groups e.g. anxiety, depression. Makes clear right at start that this tool is not for medical emergencies. Gives perspective when it tells you that you really don't need to do anything.	Free
Websites	<u>Mental Health First Aid England</u>	A selection of free resources for your workplace, including interactive toolkits, strategic guidance, posters. and a 'Whole Self MOT'. They have recently added resources for remote working - individuals and for mental health first aiders.	Free
Mentoring/Open days/coaching	<u>Bloom</u>	Bloom are famous for their mentoring of young women in the communications industry. In addition, they host Bloomfest and also produce the Bloom ' <u>manifesto</u> ' and a <u>guide to successful maternity leave</u> . They now run <u>Bloom in Colour</u> too.	Free

2. Support

Online courses	<u>Hobbs consultancy menopause modules</u>	This module straddles awareness building and practical ways companies can support women experiencing menopause. Well worth considering as recent research suggests one million women could leave the workforce due to this time in their lives being badly handled by their employer.	Cheap – £25
Online courses	<u>Hobbs Consultancy Miscarriage awareness</u>	'The aim of this module is to up-skill line managers to be able to confidently manage and support their direct reports through miscarriage and baby loss. It is also for any employee who wants to better understand how to support their colleagues through the difficult experience of baby loss.'	Cheap – £25
Recorded webinars/events	<u>Breaking the Habit of Negative Thinking</u>	A one-hour session from Will Harvey on how to stay in control of your thinking so you can continue to perform at your best.	Free
Recorded webinars/events	<u>Good Feedback</u>	Feedback is a gift. When delivered brilliantly, it can enhance skills and improve performance, but when it gets personal, or when it's unsolicited, bad feedback can stick in someone's head forever. In this IPA Training Forum session, Amy Kean explores the psychology of feedback and the biases often at play, discussing extremes and best practice, leaving people with a better appreciation of how direct and insightful feedback is probably the kindest professional act there is. She emphasises things not feelings!	Free

Type of learning	Name	Short description	Price
Recorded webinars/events	<u>How To Successfully Transition Through Change</u>	In this Training Forum webinar Carol Hickman helps us understand why people are resistant to change, the process, who should do what and leaves us better equipped to manage it. She points out that Safety is a core part of Maslow's Hierarchy of Needs and therefore 'drip feeding change' is unhelpful. Management have got to understand that people need time to overcome their discomfort before they can see the opportunity of new beginnings.	Free
Recorded webinars/events	<u>Imposter Syndrome</u>	Do you ever feel like everyone else seems to know what they're doing and it's just you that sometimes doubts yourself or your abilities? Emma Johnson joins the IPA Training Forum to dissect what imposter syndrome is and to give helpful advice about what kind of imposter you are. For example you might be a Soloist and start to feel lost and resentful, but you need to ask for help. Covers growth mindset, cognitive reframing, and writing a success timeline of your accomplishments. It also refers to the very popular <u>Amy Cuddy Ted talk on power posing.</u>	Free
Recorded webinars/events	<u>IPA Managing Through Life Events</u>	At the IPA Training Forum Roxanne Hobbs explores how to become more empathetic and knowledgeable in your support for those going through life events, including maternity, paternity, infertility, bereavement and menopause.	Free
Recorded webinars/events	<u>IPA Introduction to coaching skills</u>	What is coaching? What are the benefits and skills required? IPA CPD Adviser Gwyn March explores two classic coaching models so that you can apply the basics and decide if you want to learn more.	Free
Recorded webinars/events	<u>Teamwork</u>	Matthew Cook joins the IPA Training Forum to discuss what teams can learn from the workings of Fleetwood Mac, including how the band faced personal and professional struggles but ended up with an outstanding product.	Free
Recorded webinars/events	<u>ACAS webinars on supporting staff who are sick</u>	Webinar about managing sickness absence successfully. It covers: different types of absences, supporting your staff at work to reduce absences, how to support staff during absence, long COVID, and implementing and maintaining a successful return to work.	Free
Recorded webinars/events	<u>Leah Travis Training Forum webinar on Helping those on long term absence come back successfully</u>	Leah explores how organisations can better support talent after being out of the workforce for an extended period (e.g. after sick leave, maternity leave) and how this can positively impact not just individuals, but teams, organisations, the industry, and wider society.	Free
Recorded webinars/events	<u>IPA Training Forum Wellbeing Strategies Event</u>	Featuring talks from Katie Lee, COO of Wavemaker, on topics such as the four-day week trial. We at the IPA really liked the idea of raising the white flag – if you are really struggling, there must be the option to communicate this to your team in an easy way with no fear of judgement. There is an explanation of why it's important for those in positions of leadership to pave the way and to have a strategy behind wellbeing efforts and not just a string of token one-offs.	Free
Recorded webinars/events	<u>Breaking Free From Limiting Beliefs and Behaviours</u>	Anna Donaghey, Strategy Director, Platinum CPD Lead and personal coach, shares insights and approaches that we can all use to free ourselves from limiting beliefs, including those she personally used to find her own freedom from alcohol.	Free
Recorded talks	<u>Mental Health First Aid England</u>	Many resources from MHFA England – this one is about very practical ways to stay mentally healthy while working from home.	Free
Recorded talks	<u>NHS Audio Guides</u>	Everything from sleep, to confidence to low mood to negative thoughts are tackled in these audio guides from doctors.	Free
Courses	<u>Working Wonder pay what you can workshops</u>	Lots of stats and factsheet support: When people are happy at work it has a massive impact on their personal and professional performance, which in turn drives business success.	Only run if there is enough demand
Qualifications	<u>Apprentice Standard Psychological Wellbeing Practitioner</u>	A Level-6 qualification which might suit someone in your agency who wants to move sideways or add a new string to their bow. By the end participants should be able to help people with mild to moderate anxiety and depression manage their conditions.	Free if levy payer, nearly free if non levy payer, and time of course must be taken into consideration
Books/audio books	<u>Bruce Daisley The Joy of Work book</u>	Because Daisley has worked in a similar environment to agencies it has made us all more likely to listen to him. One of his ideas is 'Monk Mondays' where every member of the team agrees what two hours off from being interrupted by tech they will have a week and agree which colleagues will cover for them. Works really well as people who can concentrate can get work done faster and to a higher standard.	Free video Paid for book
Articles/essays/research/blogs	<u>Training Zone 'A neuroscientists top 10 ways to excel at work'</u>	Neuroscientist Dr Lynda Shaw explains how understanding our thoughts, ideas, habits and behaviours can impact productivity and help leaders be more effective and agile. I particularly like that she points out that multitasking negatively affects productivity and we are actually not accomplishing as much as we think.	Free
Articles/essays/research/blogs	<u>Creating an environment to help Gen Z thrive</u>	Report from the interview of some Gen Zers at The Business Growth Conference. Soon these people will be 1/4 of our staff and they want more feedback than we are used to giving. Good ideas also on reverse mentoring and challenger boards. You may also want to look at <u>new IPA research</u> into the attributes, influences and workplace values of adland's growing Gen Z to help improve generational understanding and enable greater partnerships and stronger mutual success between clients and agencies.	Free

Type of learning	Name	Short description	Price
Articles/essays/research/blogs	<u>Training Zone 'Emotional intelligence: How to help employees control emotions when triggered'</u>	Dr Audrey Tang champions the importance of building emotional intelligence, and discusses strategies for leaders to give their team when they are struggling to control their emotions. I particularly like that she counsels not to tell someone to calm down.	Free
Articles/essays/research/blogs	<u>Therapist Aid CBT worksheets</u>	This is an amazing treasure trove of materials covering questioning core limiting beliefs, decatastrophising, and the cognitive triangle which explains how thoughts, emotions and behaviours affect one another.	Free
Articles/essays/research/blogs	<u>Mental Health Foundation Report 2024</u>	Here they talk about the evidence that people's mental health is improved by them moving, so well done all of you who are sorting running clubs or yoga sessions for your people.	Free
Articles/essays/research/blogs	<u>7 Resources to help you Cope with Climate Anxiety</u>	Eco-anxiety is a fairly new phenomenon but it's likely something felt by many of the Gen Zs in your workplace. This article has ideas and a website to go to that will help you support your colleagues.	Free
Articles/essays/research/blogs	<u>The (welfare) state of affairs: media agencies and the cost of living crisis</u>	Excellent short advice from the IPA based on what PHD Global have done. A warm office full of coffee and food goes a long way.	Free
Articles/essays/research/blogs	<u>Flexibility, wellbeing and 'The Great Choice'</u>	HR Consultant Mary Budd reflects on the return to the office and asks if we need to rethink what the office is for as more and more people demand the freedom to work in a way that works for them. It is possible that an end to the talent crunch/a recession may change this but on the whole the genie is out of the bottle and staff remain keener to work from home than management wish. This flexibility does also seem to have improved wellbeing and thus productivity.	Free
Articles/essays/research/blogs	<u>The Stress Management Society</u>	30 days of physical, mental and emotional challenges. Very practical and includes a stress test to mark your progress. I liked the idea of washing the windows to let the sun in.	Free
Podcasts	<u>IPA On Mental Health and Wellbeing</u>	In a special episode of the IPA On Podcast, IPA President Josh Kricheski is joined by Avalon Thompson, Head of DEI at EssenceMediacom and Ewan McPherson Group Chief People Officer at Havas UK. For many more People First resources and ideas please visit <u>The Wellbeing Lab</u> . Together, they explore what companies can do to support the wellbeing of their employees, how EssenceMediacom and Havas' policies are benefiting their staff and Josh's agenda as IPA President to encourage all agencies to put their People First.	Free
Podcasts	<u>Griefcast</u>	Griefcast is a podcast that examines the human experience of grief and death – but with comedians, so it's cheerier than it sounds. This one is from Poorna Bell, author of You Are Not Alone and who was Josh's guest at the IPA Talent and Diversity Conference.	Free
Websites	<u>Greenpeace – 21 resources to energise you into action</u>	Given that 75% of UK adults are worried about the impact of climate change, Greenpeace would like us to stop worrying and do something about it. This site has recommended actions (e.g. climate cafes), books, videos, podcasts and blogs.	Free
Websites	<u>Squiggly Careers</u>	There are now over 400 episodes, many of which are about career support e.g. 'How to stop multitasking' or 'How to progress when you can't get promoted'. We know of one agency who has this as its weekly all agency listen and chat 'Pod Club.' Every Thursday the <u>Squiggly Careers podcast</u> community comes together to explore our weekly podcast topic. It's a friendly, informal way of spending some time on your career development every week, with the chance to learn more from hosts Sarah and Helen and lots of supportive like-minded learners!	Free
Websites	<u>Clementine App</u>	Hypnotherapy for sleep, confidence and anxiety. This was founded by senior women in our industry. Clementine is an app by women, for women who want to radiate confidence but are struggling with anxiety, low self-esteem or just feel overwhelmed with the daily grind. Clementine helps women to sleep better and feel calmer. It includes easy access to a range of hypnotherapy sessions, courses and the option to have mantras pop up on your phone. They're building a community of women – via their newsletter, social media, blog and website – and would love you to be part of it. Men are also welcome to use the app, and many do already. They also run masterclasses and are looking to beta test a 12 week programme called <u>Unbecoming</u> .	After 7 free days we will invite you to subscribe to Clementine Premium which costs; £7.99 a month, £15.99 every three months or £39.99 a year
Websites	<u>Working Families</u>	Many resources available, for example <u>blog and webinar on how employers can support their people through the cost of living crisis</u> .	Free
Websites	<u>Google resources on wellbeing</u>	Although US based, this has some great resources/points about suicide prevention and eating disorders.	Free
Websites	<u>Red Cross Wellbeing and Mental Health Resources</u>	Helpful resource packs. Kindness, tackling adversity and ways to help loneliness are just some of the content.	Free

3. Prevent

Online courses	<u>Open University Developing Career Resilience</u>	24 hours of study to: 1. Understand the concept of career resilience and assess your own position. 2. Recognise a range of external challenges and their potential to impact on your working life. 3. Use a variety of tactics and techniques that can enhance your career resilience. 4. Identify any external support you might need to build your career resilience. 5. Set yourself appropriate career-resilience goals and describe the actions required to achieve them.	Free
Online courses	<u>Counselling</u>	One of a heap of free mental-health resources. This course takes six weeks, five hours a week.	Free
Recorded webinars/events	<u>How to Prevent Burnout</u>	In this virtual IPA Training Forum session, mental health expert Nick Jemetta shares his personal story of burnout and offers tips on how it could have been prevented.	Free
Recorded webinars/events	<u>This Can Happen webinars</u>	Many useful resources on subjects as diverse as dealing with gambling addiction, how to support a colleague with fertility issues, and supporting grief. But to access these you have to give them all your details.	Free
Recorded webinars/events	<u>Sally Henderson, mentoring expert, and her Training Forum 'Don't bring your whole self to work'</u>	Sally explores how to cope with uncertain and evolving work patterns, the role of the 'ego' in managing a healthy work/life balance, how to lose the guilt from trying to be all things to all people, and how to better manage your thoughts, feelings and actions to become more effective with healthier energy.	Free
Recorded webinars/events	<u>Julie Stars 'The Power of Consistency to Build Positive Habits'</u>	Julie Stars explores the importance of consistency to build positive habits (or breaking those behaviours that you want to avoid). The session covers tactics to be consistent, and how to harness this power to create habits that make you successful in achieving the goals you set for yourself.	Free
Recorded webinars/events	<u>Leading With Resilience in a VUCA World</u>	Ozlem Tuskan, Founder, CEO of theresilient.co.uk explores how we can be resilient leaders in a volatile world in this IPA Training Forum session.	Free
Recorded webinars/events	<u>Turning Uncertainty Into Opportunity</u>	Burnout is at an all-time high, resilience is at an all-time low, and our intolerance for uncertainty is at the heart of it all. But uncertainty can be a great motivator. We just need to know how to use it. Recently Katherine Templar Lewis from the Uncertainty Experts joined the IPA Training Forum to show us how to implement. Contains my favourite killer fact of the decade – humans have 60,000 thoughts a day, of which 58,000 are negative and, what's worse, these often recur time and again. This was fine when we were about to be eaten by wolves, but unhelpful if just reading emails.	Free
Recorded talks	<u>The Body Coach (Joe Wicks)</u>	Physical exercise is one way to improve mental health and Joe Wicks has endless different workout formats. You could get an entire agency to follow one together. Physical exercise is one of the best ways to prevent depression, something Alastair Campbell talks about regularly. Keeping on top of the important things such as diet, exercise, meaningful activity and his family help him to come out of his depressive states much quicker than not having that focus.	Free
Recorded talks	<u>Charlotte Wiseman on Mental Fitness</u>	One of many videos from Charlotte, a psychologist and mental-health first-aid trainer, providing practical skills and confidence to promote positive mental health in and out of the workplace.	Free
Recorded talks	<u>Carol Dweck TED Talk 'The power of believing you can improve'</u>	The authority on Growth Mindset talks about 'Not Yet' grade rather than 'Fail' and how to praise intelligently e.g. praise the process. And here is a transcript if you can't sit through ten minutes.	Free
Recorded talks	<u>Daily Calm</u>	10-minute mindfulness meditation.	Free
Courses	<u>NABs Resilience Programme</u>	This programme contains not only a course , which amongst other things explores ways to take positive control of limiting thinking patterns and behaviours to give back control of situations, but also links to written guides, stress coaching plus 1-2-1 advice.	Free
Qualifications	<u>Certificate in Understanding Mental Health: Continuum, Culture and Social Media</u>	Enhance your knowledge of mental health and mental illness and develop your understanding of the mental-health continuum. Three weeks, three hours per week, online. They have a huge number of free courses around psychology - I liked that there is a whole branch dealing with food and mental health.	Many free or cheap
Books/audio books	<u>Charlotte Wiseman's reading list</u>	Charlotte's site is full of good wellbeing resources but here she lists some books she recommends, among them The Happiness Advantage by Shawn Achor. This book I can also recommend. It was written by a Harvard doctor who noticed that half his students were upset that they were now under average, having previously been the smartest kid in the village. Perspective is all.	Free list, books vary
Books/audio books	<u>Go Put Your Strengths To Work by Marcus Buckingham</u>	Long been a favourite of mine as building strengths seems a better way to spend time than overcoming weaknesses, and leads to far greater results. We all lack skills and talent in certain areas so, if required, hire someone with the strength you are lacking.	Free summary Inexpensive book

Type of learning	Name	Short description	Price
Articles/essays/research/blogs	<u>Burnout Prevention Assessment</u>	If you type 'burnout prevention assessment tool' into Google many self-diagnosis questionnaires will come up. This one is from the BMA and aimed at doctors. But here is a site which lists 11 tests.	Free
Articles/essays/research/blogs	<u>Preventative Mental Health</u>	Introduces us to primary, secondary and tertiary prevention and why we should bother e.g. 'Some prevention strategies for mental illness are eating healthy, getting enough sleep, talking with trusted people about struggles, exercising regularly, maintaining a work-life balance, and minimising stress'.	Free
Articles/essays/research/blogs	<u>Guardian newspaper</u>	A compendium of great ideas and sources for prevention but one that is not often mentioned is helping others. They recommend signing up with Do It . This seems to suggest that a day's volunteering for staff, which is given in many agencies, is a very good idea and not just morally.	Free
Podcasts	<u>HBR Podcast The Anxious Achiever</u>	Many episodes and you can get two articles or podcasts free a month. The podcast here is on 'How the Cult of Sleep Deprivation Affects Work and Mental Health'.	Some free
Podcasts	<u>The Mindset Mentor</u>	In this podcast, Rob Dial blends neurology, neurobiology, psychology, early childhood development and cognitive behavioural therapy so that you can understand the way your brain and body work together, because when you understand yourself, it makes it much easier to make a plan to change and succeed. Very American but lots of nice short episodes e.g. on finding your purpose, and he has huge following. Latest one is about life changing books.	Free
Websites	<u>MIND 'what can I do to help myself cope?'</u>	This assumes that you won't always have access to trained professionals so helps with e.g. very practical ways to deal with anxiety. 'A common and natural response to anxiety is to avoid what triggers your fear, so taking any action might make you feel more anxious at first.'	Free
Websites	<u>The VIA Strengths Test</u>	It has long been obvious that people who play to their strengths tend to perform better. Get your team to try this and discuss if there are any strengths the team is not using enough or lacks. Not only are people who play to their strengths more productive but they are usually happier too.	Free
Websites	<u>Google Digital Wellbeing</u>	Tips and tools to fine-tune tech habits to achieve personal digital wellbeing goals, including unplugging more often.	Free
Websites	<u>Living Life to the Full</u>	'Dr Chris Williams is Emeritus Professor of Psychosocial Psychiatry at the University of Glasgow, Scotland, UK and a Fellow of the Royal College of Psychiatrists. His main clinical and research interest is in the evaluation of educational self-help approaches based on the cognitive behavioural therapy (CBT) approach.' And there are lots of resources and courses and books here with a CBT bent. He is highly recommended.	Free
Websites	<u>Resilience test</u>	The Nicholson McBride Resilience Questionnaire (NMRQ) is a self-report measure of psychological resilience. It was designed to assess the ability of individuals to cope with stress and adversity in their lives. It can be useful when mentoring/managing someone who seems very anxious. Both of you could do it, discuss the results and set some actions.	Free
Websites	<u>Breathing Exercises for Anxiety</u>	They list 11 including a version where you breathe in for four, hold for seven and breathe out for eight. They reckon this is great to help you relax for sleep but I have found it is very useful if you have a wave of anxiety building as it can be done in a meeting with no one knowing. Also useful is the book ' Breath ' by James Nestor not least for the exercises at the back.	Free
Mentoring/open days/coaching	<u>App recommended by Canadians</u>	Anxiety Canada seems ahead of the game with this app based on CBT which coaches you through what to do to achieve mindshift.	Free