

Creating the confidence and clarity to make better decisions

When demanding roles, blurred boundaries and organisational complexity began affecting confidence and wellbeing, EMH wanted something more sustainable than another standalone development programme.

THE SITUATION

EMH is a not-for-profit organisation providing housing and social care services across the East Midlands, with around 1,200 employees working across a wide range of roles.

For many colleagues, the work can be complex and emotionally demanding.

Customer-facing teams deal with everything from routine repairs to highly sensitive situations, while leaders are expected to navigate pressure, change and competing priorities.

THE FRICTION

One issue was particularly important: role bleed.

Boundaries between responsibilities could become blurred, contributing to stress, uncertainty and a lack of clarity around decision-making.

Alongside this were organisational silos, different legacy terms and conditions and the emotional intensity of the work.

The issue wasn't that people didn't care or weren't capable. The friction was making it harder for capable people to make confident, timely decisions and perform at their best.

Traditional approaches to wellbeing and leadership development weren't enough on their own.

The answer isn't always another programme.

THE FOCUS

Rather than introducing a one-size-fits-all programme, we worked with EMH progressively.

Mental Health First Aid training provided an initial foundation. Mental Toughness was then piloted with housing colleagues to explore how mindset affects performance, pressure and relationships.

What was learned shaped what happened next. The focus expanded to:

- improving confidence and self-awareness
- helping people establish clearer boundaries
- supporting colleagues returning from absence or experiencing personal pressure
- equipping teams to navigate organisational change
- helping leaders make calm, confident and values-based decisions
- creating internal capability so the approach could continue without relying on AQR

Ten internal practitioners were trained, and the approach was integrated with existing coaching and organisational frameworks.

Team development isn't a one-off activity. The intention was to build sustainable capability inside EMH rather than create dependency on an external intervention.

THE DIFFERENCE

Mental Toughness now forms part of EMH's wider approach to development, wellbeing and change.

Reported outcomes include:

- stronger self-awareness
- more open conversations
- improved understanding of different communication styles
- greater ownership and clarity around decision-making
- internal practitioners able to support colleagues across the organisation
- a shared language around confidence, control and commitment

The approach is also being used proactively to help prepare teams for future challenge and change.

Rather than waiting until pressure becomes a problem, EMH has developed greater internal capability to understand it and respond.

IN THEIR WORDS

“Jo and Anthony really helped us articulate what we were trying to do - even when we couldn't put it into words ourselves.

They got under the skin of our organisation and designed something that worked for us, not just a generic solution.”

Karen Harriman, People Manager, EMH

THE AQR WAY

Find the friction. Focus on what matters. Measure the difference.

The answer isn't always another programme. Sometimes the starting point is understanding what is really getting in the way - and building the internal capability to do something about it.

We don't sell a standard programme and then look for a problem it can solve.

01 UNDERSTAND

Identify what is really affecting confidence and performance.

02 BUILD

Develop capability around the real organisational need.

03 EMBED

Create internal ownership so the work can continue.