



England

Cultivating compassion: Building a thriving workplace

Beth Hill
Head of ICS Leadership, Talent and Development,
NHS England London Region

Melanie Gregory
Programme Manager EDI & OD
NHS England London Region

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Why do we need compassion at work?

Increased suffering in the workplace

- Increased workload / overwhelm and burnout /focus on task
- Moral distress
- Bullying, Harassment, Discrimination
- Conflict
- Change fatigue
- Disrespectful interactions
- Absence of psychological safety
- Little autonomy / control over work
- Increasing disconnection from each other and organisational purpose
- Judgement / punishment/ blaming



What is compassion?

FOUR ELEMENTS OF COMPASSION

1. Paying attention – noticing that suffering is present
2. Sense making of the suffering
3. Empathetic concern
4. Taking action to help

EMPATHY AND ACTION

Healing starts with
compassion



What is the difference?



Kindness - voluntary and proactively support another's flourishing



Happiness – personal sense of well being



Gratitude - feeling and expressing appreciation for a life experience



Sympathy – an expression of understanding and care for someone else's suffering

Evidence shows us that compassionate leadership results in



Better staff wellbeing and commitment



Improved care quality



Increased retention



Increased creativity / innovation



Increased learning



Increased collaboration



Increases staff engagement



More adaptable to change / flexibility



Elevate our compassion as OD Practitioners

Time to think – the thinking environment Nancy Kline

THE TEN COMPONENTS

Attention

Equality

Ease

Appreciation

Encouragement

Feelings

Information

Diversity

Incisive Questions

Place

Activity

- Think of an issue you have been puzzling with or an unresolved problem
- Find a thinking partner
- Talk for 10 minutes each. Start with asking **So what would you like to think feel or say?**
- After the first wave of thinking, when they pause ask - **What more would you like to think, feel, or say?**
- **End with an appreciation of them.**
- Reflect together about what you noticed.



Time 25 mins

References and Resources

Books

- Awakening Compassion at Work. The quiet power that elevates people and organisations. Monica Worline and Jane E Dutton.
- Compassionate Leadership. Sustaining Wisdom, Humanity and Presence in Health and Social Care. Michael West.
- Time to Think – Listening To Ignite The Human Mind. Nancy Kline
- More Time to Think. Nancy Kline
- The Promise That Changes Everything. I Won't Interrupt You. Nancy Kline
- Living With Time To Think. Nancy Kline
- Leader as Healer. Nicholas Janni.
- Listen. How to Find Words for Tender Conversations

Websites

<https://www.timetothink.com/>

<https://www.thethinkingproject.co.uk/>

<https://www.kingsfund.org.uk/search?term=compassion>

Research

Whither compassionate leadership? A systematic review. Sunder Ramachandran Sreejith Balasubramanian, Wayne Fabian James, Turki Al Masaeid. <https://pmc.ncbi.nlm.nih.gov/articles/PMC10072040/>

Video

Compassionate Leadership. Micheal West <https://youtu.be/mgQ0NIW10ow>