





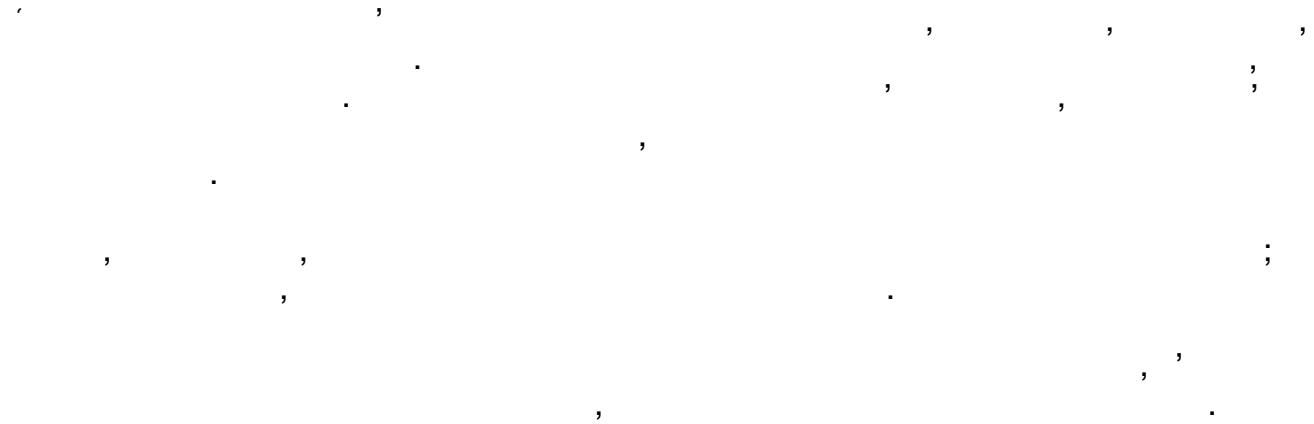
The principles of workforce redesign are underpinned by assumptions that:

- Work is designed to be meaningful and motivating
- Work is designed to be challenging and stimulating
- Work is designed to be flexible and adaptable
- Work is designed to be collaborative and team-oriented
- Work is designed to be customer-focused and service-oriented
- Work is designed to be data-driven and evidence-based
- Work is designed to be continuous and iterative
- Work is designed to be transparent and accountable
- Work is designed to be inclusive and diverse
- Work is designed to be sustainable and resilient

## Principle one

### Take a 'whole systems view' of organisational change

#### What this principle means



#### Things to consider

How people relate to each other in the context of wider integrated care systems, partnerships and in organisations affects what needs to change, how people feel and react to change and how able they are to do their job well (workforce productivity).

The workforce, people supported, their families, friends and communities are all

## **Principle two**

**Recognise the different ways people, organisations, partnerships and systems respond to change**

## Principle three

### Nurture champions, innovators and leaders; encourage and support organisational learning

#### What this principle means

#### Things to consider

**Create an environment where managed risk is encouraged and can help people feel safe to express concerns, discuss ideas and experiment.**

**Appropriate and supported delegation of activity and responsibilities encourages creativity and involvement.**

**Champions, innovators, and leaders are key to successful transformation. They should be identified, supported, sustained, and encouraged to share their learning, including learning that arises from failure, as well as successes.**

**Regular effective and supportive supervision empowers people to be innovative, dynamic, adaptable, and flexible.**

## Principle four

**Engage people in the process; acknowledge, value, and utilise their experience**

### What this principle means

#### Things to consider



Identifying and sharing the experiences, ideas and concerns of people gives a strong and positive message about the way in which individuals and their role and responsibilities are valued.

Sharing learning and experience across organisations, partnerships, systems and communities provides a strong foundation for transformation and supports the creation of effective networks and relationships.

What works in practice is best learned from those directly involved in it. Systems and processes create the infrastructure to encourage the sharing of learning across organisations and partnerships.

Everyone should be encouraged to contribute their strengths, talents and abilities to create a positive workplace culture that is a good place to work.

### Questions to ask yourself about this principle

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## **Principle five**

**The different ways that people learn should influence how change is introduced and how the workforce is supported**

**What this principle means**



## Principle six

Encourage and utilise the understanding of values, behaviours and practice to shape innovation and transformation

### What this principle means



### Things to consider

## Principle seven

## Things to consider