



Introduction

Change is a constant part of working in social care, much of the change we experience involves changing the shape of the organisation we work in, or the shape of organisations around us. Much less attention is given to supporting people to change the way they work. The principles of workforce redesign are focused on enabling you to change how you work and change the way the people around you work as the organisation you are part of, and organisations around you, change.

This version shares widely available tools and resources that you can find on the internet to help you with implementing the principles.

Principle one

Take a 'whole systems view' of organisational change

What this principle means

A 'whole systems approach' recognises that no part of the system, partnership, organisation, or workplace exists on its own. This means whenever something is changed in one place, it will impact on other parts. The relationship between the system's workforce, organisation's workforce and other groups creates its culture, shapes how it works and what the organisation is like to work in.

Systems, partnerships, and organisations consist of many different groups and individuals; they are complicated, complex and in a continuous state of flux.

When thinking about the workforce implications of transforming care and support, it's important to think about how all the people, in each part of the system will be affected.

Tools and resources to help you implement this principle



Venn diagrams

A Venn diagram allows you to identify all the connecting and overlapping pieces of your organisation, and the organisations you work with. The circles represent different pieces. Before beginning a Venn diagram, you need to identify the key people in your organisation who are connected to the change. The size of the circle and the amount of overlap with the centre circle shows the degree of influence. If you ask different groups or individuals what they think, you may come up with different diagrams because not everyone will see the way decisions are made as being influenced in the same ways.

When you produce the diagram, you can see very clearly who has the most, and least, power. You may think that some groups are too influential, while others should have more input.

Radial Venn 1:

Sunnyholme:

Influential groups in developing new community-based care and support (at outset of work)



Example Venn diagram

Spider diagrams

A spider diagram allows you to look in more detail at the connections and relationships within your organisation. You can identify the complex links across your workplace by identifying key roles and individuals. You can use a spider diagram to help you answer questions about your workplace and levels of influence as well as seeing how the system operates. In the example, direct formal links are drawn between the manager and other roles or groups, others are informal or more distant networks and relationships. Single arrows point away from the most powerful person, while double-ended arrows indicate an equal relationship.

Principle two

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

What this principle means

Change is a constant part of people's working lives. The way changes are managed can impact on how people, organisations and partnerships respond to change.

People need to feel safe and valued so they can contribute to change in the system, partner

You can use this continuum to look at your workplace and consider how change is welcomed. You can use this tool when you are looking at yourself, others, or the whole organisation.

Adopting workplace transformation

People adopt changes in their workplace at different rates. The diagram below outlines a very simplified way of looking at this, allowing you to think about the different people in your workplace and how their attitudes will affect transformation. There will be a mixture of all these groups. Identifying and involving innovators and early adopters can help with introducing any changes and making sure that they are positively received. The diagram describes the following types of people.

Innovators: people who like to push boundaries. They like the idea of developing new models of care and support and leading change; happily accommodating difficulties when they arise and enjoying problem solving.

Early adopters: social leaders, early adopters are popular and knowledgeable. They are risk takers who embrace change and use new ideas.

Early majority: like change to be measured and steady, preferring everyone to adopt changes together. Once it is agreed, change should be introduced quickly.

Late majority: tend to be more sceptical and traditional; they want to know something is going to work before they adopt it.

Laggards: want to maintain the status quo, which they believe works perfectly well.

You can use this diagram to help you work out how different people's attitudes will impact on the changes you are introducing.

E Rogers' Diffusion of innovation model

www.provenmodels.com/570/diffusion-of-innovations/everett-m.-rogers

Principle three

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

What this principle means

Everyone can innovate and has expert knowledge to bring to the change process. Workplaces, organisations, partnerships, and systems that encourage people to contribute ideas, enable and encourage people to experiment and take managed risks are better at changing the way people work and transforming care and support.

Tools and resources to help you implement this principle



Use this checklist to work out if you are getting the most out of supervision to support change. This can be used as a checklist for you as a supervisor and for your own supervision.

- ✓ Have you made sure that the balance of work is right in terms of how it impacts on someone's morale? Is the person over or under stretched?
- ✓ Is work shared fairly and with balance and consistency across the whole workforce?
- ✓ Do you know each worker's likes, dislikes, strengths, and weaknesses? Do you show an interest in how they feel and what they think? It is important that people understand what they are accountable for, and to whom. Supervision means being clear about what is expected, while still being supportive and sensitive to individual circumstances.
- ✓ Are you positive and constructive, praising achievements, working with any problems so that they can be overcome? It is important to recognise that sometimes a worker cannot achieve their best because the workplace does not allow it. For example, the amount of time allowed for a particular task may be insufficient.
- ✓ Do you understand a worker's skill set, identifying learning needs and ensuring they have an up-to-date development plan that meets their needs?
- ✓ Are you consistent about expectations, particularly ensuring that your behaviour mirrors what you ask of others? This includes practical things like timekeeping, as well as values and attitudes.
- ✓ Do you make clear judgements about when a worker is ready for new responsibilities and delegating to them in a supportive and safe way?
- ✓ Are you clear about what is to be covered in supervision, what needs to be done between sessions, and ensuring that the person being supervised is also able to contribute to the agenda?
- ✓ Have you and the worker protected the time set aside for supervision, but also being available to workers between sessions if they have an urgent problem?

Principle four

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

What this principle means

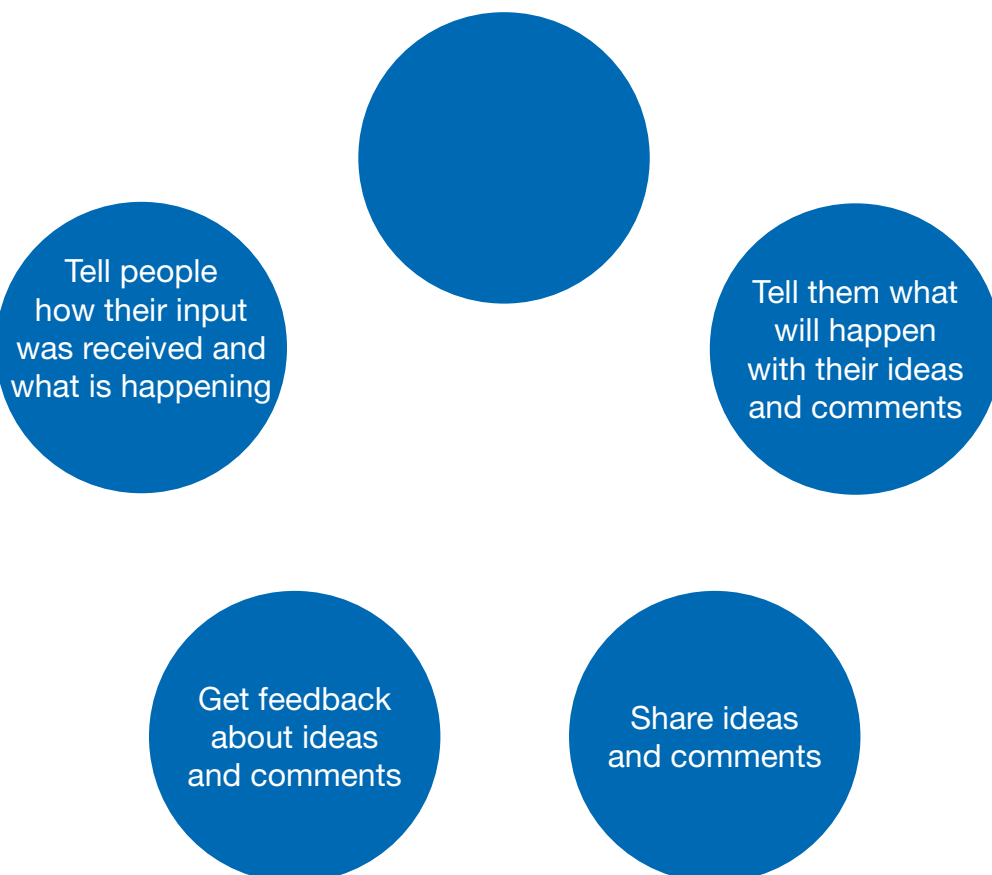
Knowledge and experiences gained from life and work have a significant impact on workplace culture and how people learn. Creating opportunities for people to talk to each other inside and outside of the workplace can help to develop ideas, promote innovation and contribute positively to workforce development and service transformation.

Tools and resources to help you implement this principle



Feedback loop

Using a feedback loop is a simple way of keeping people engaged with the transformation of care and support. You can use the cycle below as a checklist, to make sure that when people make the effort to contribute, they know what happens next. It is very important that people have evidence that their input is valued, and this is a good way to do it. Even if ideas or comments are not going to be acted on, people still need to know that they were listened to, and the reasons that they were not used. If people do not get feedback, they will stop making an effort to contribute.



Leadership and management styles

Leadership style is very important in motivating, engaging, and encouraging people. This means that a good understanding of your own style (or that of your manager) matters. It may be that you need to re-think the way you work with others to encourage them better. You will need to adopt different styles for different purposes.

This chart set out some common descriptors of people's leadership style. Use it to understand your style and the styles of others and how you might need to modify – or understand the impact leadership styles have on others.

Autocratic

Charismatic

Uses their personality to inspire and enthuse others. Highly energetic and committed to driving things forward.

The energy and enthusiasm of the project can become dependent on the charismatic individual, putting it at risk if that manager leaves. Other people who are involved in the transformation tend to feel that the leader is essential to success.

Democratic or participative

Involves others in the process of decision making, but ultimately takes the decision themselves.

Very effective when working with teams and groups; it encourages skills development,

Theorists

Rational, objective, analytical, logical thinkers. Ask good questions. Like a structured and disciplined approach that is linked to underpinning theory. Like to be stretched and challenged.



Strengths

Logical, rational and objective thinkers who take a very disciplined approach to learning. Ask helpful, probing questions.



Weaknesses

Tend not to think 'outside the box', they want certainty and order. Intolerant of subjective, 'feeling' ideas. Very single-minded in approach to learning. Uncomfortable with uncertainty.

Learn from the best

Clearly structured learning, with explicit aims. The chance to discuss what is being taught with other people they find stimulating. New and challenging ideas which have an evidence base.

Reflectors

Chew things over and are thoughtful and analytical. They are good listeners and like to stay in the background.



Strengths

Careful, thoughtful, thorough and methodical. Good at listening and assimilating information. Rarely jump to conclusions.



Weaknesses

Tend to hold back from direct participation, and be unassertive. Slow to make up their minds and reach a decision. Can be over cautious and risk-averse.

Learn from the best

Opportunities to examine all the evidence, and enough time to think about it. Plenty of good information from different sources.

Activists

Open minded, enthusiastic, jump straight in. Enjoy new experiences. Very sociable and like to be the centre of attention.



Strengths

Flexible and open- minded, always happy to 'have a go'. Optimistic and enthusiastic about anything new. Happy with change. Good problem solvers.



Weaknesses

Tend to take the immediately obvious course of action without weighing up other possibilities or preparing properly. Will sometimes hog the limelight and do too much themselves. Can take unnecessary risks. Get bored after initial rush of enthusiasm, so not very good at things that require sustained effort.

Learn from the best

The challenge of something new. Plenty of different activities to hold their interest. Being allowed to make mistakes. Working with other like-minded people.

Principle six

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

What this principle means

Cultural change and transformation will only succeed if people in the workplace learn to think

Principle seven

Engage with your community to understand its assets, strengths, and culture; work together to develop inclusive and creative workforce planning strategies

What this principle means

Social care and support take place within local communities and are themselves part of that community.
