How to make change happen

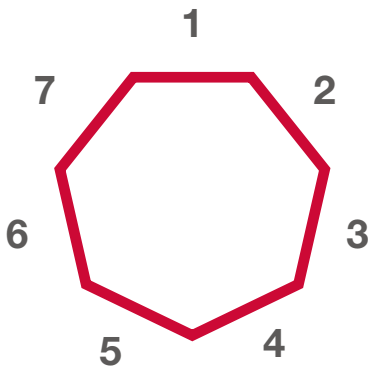## The principles of workforce redesign

Checklist version

A guide to support people working in adult social care with transforming their organisation and enabling people to work differently.

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 the 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. When they were first published, they were aimed at people whose role was focused on training and education. This updated version recognises that training roles have changed and that many managers and practitioners have a responsibility for making change happen that they didn't used to have. The principles draw on a range of sources relating to individual learning and behaviour, change management and organisational theory. They will help you and the people you work with embed service transformation and workforce redesign that makes change work.

The principles of workforce redesign

1. **Take a 'whole systems view' of organisational change**

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

3. **Nurture champions, innovators, and leaders; encourage and support organisational learning**

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

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

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

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

How to use this checklist

You do not need to answer every question for each principle. None of the questions will elicit yes/no answers. You do not need to do them in order. You can also use some of these questions with your team/s to aid discussions.

The principles of workforce redesign are underpinned by assumptions that:

- The invaluable contribution of the workforce and the significance of organisational culture to enable workforce redesign and transformation is acknowledged.

- The quality of care and support delivered by social care organisations is directly linked to the skills, knowledge, expertise, values, and attitudes of the people who make up the workforce.

- To achieve and sustain high quality and well-designed care and support, robust workforce development strategies need to be in place to maximise the skills and contributions of workers.

- Workers have a positive contribution to make in redesigning care and support. Their full involvement in developing new ways of working depends upon organisations creating environments in which people feel valued, safe, and listened to.

- Truly person-centred care and support can only be achieved by bringing organisations together with the shared objective of maximising peoples' wellbeing.

- By bringing people together to help them to understand the needs of the local community, and its population, care and support can then be shaped around the talents, strengths and skills of the local community and those living within it.

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 it's 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.

Key questions to ask yourself about this principle

- Who do I talk to and who talks to me about important workplace, organisational, partnership or system issues?
- What, from my own experience and knowledge, can I contribute to working across the whole system?

Detailed questions about this principle

For you

1. How do I get my information about what is happening?
2. How do I feel about working in partnership and learning from others?

For your workplace, partnership, or system

3. What do other people think their role is in my workplace, organisation, partnership, or system?
4. Who are the most influential people?
5. Can other people influence what happens?
6. Are there other people who should be included in discussions and decision making?
7. How do the different parts of the workplace, organisation, partnership, or system work together to influence decision-making?

For organisations

8. Who else do you work with/collaborate with inside and outside your organisation?

9. Who do you collaborate successfully with? Why does it work so well in some cases and not in others?

10. Do I confuse cooperation with collaboration?

11. Do we want the same things?

12. What is the leadership style and culture of your organisation and those you work with?

13. How do you represent the voice of social care with other professionals?

14. Who is taking charge in these settings and who is in the room?

15. What collective strengths do you have to make equal contributions to a common goal focused around the person?

16. How and where are decisions made and how is the information shared?

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, partnership, their organisation, or workplace. Change can be experienced positively and negatively: people need the right support and enough time to work through what change and transformation means for them.

Key questions to ask yourself about this principle

- **When faced with change, do I generally welcome it, initiate it, contribute to it, go along with it, ignore it, or try to stop it?**
- **If the way I respond is different on different occasions, what makes it possible for me to respond positively?**

Detailed questions about this principle

For you

17. When faced with change do I welcome it, initiate it, contribute to it, go along with it, ignore it, or try to stop it?

18. If the way I respond is different on different occasions, what makes it possible for me to respond positively? Is there any behaviour I need to change to help others deal with change?

For your workplace, partnership, or system

19. When faced with change do others generally welcome it, initiate it, contribute to it, go along with it, ignore it, or try to stop it?

20. When faced with change, do others know/understand my expectations?

21. How might the change be perceived by different groups and communities and what might the effect be on these groups?

For organisations

22. Thinking about change that you are involved in now:

   - What are the potential benefits?

   - What are the gains and losses and who is affected?

   - Are there individuals or groups of people who you would expect to welcome or resist the change?

Questions about your organisation and other organisations you work with:

23. Does your workplace or organisation welcome change, goes along with it, or tries to ignore it?

24. Are people affected by change involved in making decisions?

25. Is important information communicated in a timely and effective way?

26. Are the views, ideas, and experiences of all of the people affected listened to?

27. Are the people affected supported to implement and work with change in an inclusive way?

28. Is there something outside your organisation's control happening?

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.

Key questions to ask yourself about this principle

- **Do I see new ideas not working out as a problem or mistake, or as a chance to learn and improve my organisation?**

- **Do I 'blame' someone else if things are not going well, or do I take some responsibility for understanding and improving things?**

Detailed questions about this principle

For you

29. Do I see new ideas not working out as a problem or mistake, or as a chance to learn and improve my organisation?

30. Do I 'blame' someone else if things are not going well, or do I take some responsibility for understanding and improving things?

31. Do I create inclusive opportunities and safe environments for people to think about their work and share their ideas?

32. Do I find hearing about other people's ideas and experiences helpful?

33. If someone comes to me with a good idea, do I ever find that threatening or do I support it?

For your workplace, partnership, or system

34. Individuals:

   - Who comes up with good ideas?

   - Who has good ideas but lacks the confidence to share them?

   - Who won't listen to good ideas?

   - Who develops ideas by talking and networking with other people?

   - Who comes up with ideas on their own?

35. People and teams in other parts of your organisation:

   - Which teams respond well to challenges?

   - Which teams or individuals in teams are enthusiastic about working collaboratively with people from other teams and settings, sharing concerns and ideas in an open way?

   - Which are the teams where nothing changes and there is a negative response to new ideas?

   - Are there any teams where particular people show an enthusiasm and commitment not shared by their colleagues?

   - Which leaders share the credit for good work? Which don't?

For organisations

36. Is innovation encouraged throughout with strong psychological safety at every level?

37. Are people encouraged to try out new ways of working and supported, rather than blamed if things go wrong?

38. How does your organisation learn from innovation that works and innovation that doesn't work?

39. Are people encouraged to be open about sharing learning about what did and did not work?

40. Is there an inclusive culture that encourages openness and sharing of experiences?

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.

Key questions to ask yourself about this principle

- **How do I consult with others about making changes at work?**
- **When I get feedback about the proposed change, do I see it as negative, neutral or positive?**

Detailed questions about this principle

For you

41. How do I consult with others about making changes at work? Do I:

- Do it on my own and then ask other people what they think?
- Involve other people all the way through?
- Do I keep in touch without taking control?

42. When I implement change do I:

- Impose without discussion?
- Impose it with some discussion?
- Negotiate how it is introduced and seek feedback?
- Discuss the need for change and the best way to do it?
- Encourage people to be honest about how they feel about the changes?
- Consider delegation with dignity of tasks associated with the change?

Frame the objective as a learning challenge. We're in it together, we can innovate together.

43. When I get feedback about the proposed change, do I:

- See it as negative, neutral or positive?
- See people who challenge change as troublemakers or as helpful?
- Ignore it, or use it as a way to improve things?

44. When I get feedback about the proposed change, do I consider:

- Who has the enthusiasm to share what they're doing and is keen to help others learn from their practice?

- Who is likely to come forward and tell me their thoughts about what's happening in the workplace?

- Who is experienced, confident and happy to work independently?

- Who wants to be told what to do, rather than using their initiative?

- Who has the skill set to help me?

45. When I get feedback about change, do I consider:

- If my organisation values and encourages everyone to contribute their knowledge, skills and experience to the process of transformation and change?

- If your organisation recognises the existing value of skills, expertise and experience that may have been gained elsewhere and brought into the workplace?

Principle five

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

What this principle means

People learn in different ways, both formal and informal, and have preferred ways of learning. It's also important to understand different learning styles, so that you can create the right opportunities and give the appropriate support.

Key questions to ask yourself about this principle

- Do I prefer formal or informal learning?
- Do I learn best by: reading and researching on my own; discussing my ideas with other people; undertaking practical tasks; applying things I have learned elsewhere to the things I do at work; something different to all of these?

Detailed questions about this principle

For you

46. Do I prefer formal or informal learning?

47. Do I learn best by:

   - reading and researching on my own

   - discussing my ideas with other people

   - undertaking practical tasks

   - applying things I have learned elsewhere to the things I do at work

   - something different to all of these (what/how?).

48. Do I feel threatened if someone asks questions about my practice or the way things are done in my workplace?

49. Do I welcome questioning as an indication that the person is interested in what they do and wants to improve it?

50. Do I think that I know my job well and there is very little new I can learn?

51. Do I think that no matter how much I know, there is always something else that can improve my knowledge and understanding?

For your workplace, partnership, or system

52. Who helps newcomers settle in and learn their role?

53. Who has lots of knowledge and experience in your team?

54. Who enjoys the opportunity to undertake formal training?

55. Who dislikes being 'sent' on a training course?

56. Who learns from new experiences and uses this to change and improve their practice?

57. Who prefers to continue to do things the way they always have?

58. Who is eager to learn from their practice, asking questions about what they and others are doing?

59. Who enjoys researching social care and wants to bring ideas about what they read to the workplace?

For organisations

60. Is there an up-to-date team learning and development plan in place?

61. Does the organisation offer a range of ways for people to learn (e.g. e-learning, classroom based courses, discussions about practice)?

62. Does the organisation encourage people to think about their own practice and to use what they learn to improve care and support across the service?

63. Is supervision seen as a chance for people to talk about their learning and development needs?

64. Does each person have an up-to-date development plan?

65. Are training or learning opportunities created to support the introduction of new ways of working?

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 and behave differently when changes to systems and the way that things are done are introduced.

Workplace culture is the character and personality of your organisation. It's made up of your organisation's leadership, values, traditions, beliefs, behaviour, and attitudes of the people in it.

The more staff feel engaged with any change process and have a sense that changes match their values with your organisational values, the more likely you are to succeed.

Key questions to ask yourself about this principle

- **Do I take a problem-solving approach to practice issues?**
- **Who is happy to discuss, honestly and constructively, how well changes are working?**

Detailed questions about this principle

For you

66. Do I take a problem-solving approach to practice issues?

67. Do I take some responsibility when things aren't going well to understand and improve things?

68. Do I create opportunities for people to innovate and share their ideas?

69. Do I find hearing about other people's ideas and experiences helpful?

70. If someone comes to me with an idea, do I ever find that threatening?

71. If I hear a good idea, do I support it and try to spread it across my workplace?

72. Do I see new ideas not working out as a failure, or as a chance to learn and improve my organisation?

For your workplace, partnership, or system

73. Who likes to try out new approaches to their work?

74. Who tends to think about and reflect on the work they do and want to do things differently to improve outcomes for people supported and the quality of care?

75. Who is happy to discuss, honestly and constructively, how well changes are working?

76. Who likes to keep things as they've always been, avoiding any changes in their work?

For organisations

77. Does your organisation often send out new procedures for you to follow without discussing the reason beforehand?

78. Is the learning and development provided by your organisation more likely to be about policies and procedures, or focused on developing the skills and ideas of workers?

79. Are people encouraged to think about what they do and to share ideas about how they could be done better?

80. Is there a clear values-based ethos that everyone knows and understands, that shapes the way things are done?

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 takes place within local communities and are themselves part of that community.

By understanding the needs of the local community and the people living in it, you will have a better idea how they can support you to change the shape of care and support and be clearer about how you can meet community needs.

People's lifestyle, culture and experiences all influence the ways in which they would prefer to be supported and the things they have to offer. Understanding these helps in developing the right resources for the local community.

People supported have knowledge and expertise that has an impact on what your workforce needs to learn, what skills and knowledge they need to have and how these should be gained.

The more inclusivity and flexibility you can create in your workplace and the places where care and support is offered, the more opportunity you will create for local people to engage actively in working with you.

Key questions to ask yourself about this principle

- **Do I look forward to working more closely with the local community?**
- **If I feel uncertain, what are things that make me feel like this?**

Detailed questions about this principle

For you

81. Do I look forward to working more closely with the local community?
82. Is it something that I am uncertain about?
83. If I feel uncertain, what are the things that make me feel like this?
84. Am I confident that I can explain co-production to others?

For your workplace, partnership, or system

85. How are other people linked to the local community?

86. Will anyone need additional support or development to work more directly with the local community?

87. How willing and happy are people to begin to work in different ways?

88. Do organisations and systems have a common understanding of co-production?

89. Is co-production weaved into every part of work with your local community?

Questions about your understanding of your local community:

90. Do you have a clear understanding of the neighbourhood you work in?

91. Do you know what the different communities are? (Geographical, cultural, lifestyle)

92. Do you know about any local groups in the community, who the leaders are and how to contact them?

93. Do you know if there are language or other communication barriers?

94. Can you identify resources, for example interpreters, that can help?

95. What is the aim of your engagement and how will you explain 'what's in it' for different people?

96. How far do team members and other organisations workers travel for work? How many of the people in your team live locally and use local community services?

97. Thinking about your local community, what skills, knowledge and talent could you encourage to better support local people with their social care support needs?

For organisations

98. Are local commissioners willing to support and fund work that includes developing community networks?

99. How can you demonstrate the benefits to commissioners and providers?

100. Will your organisation support you and understand why you are developing a neighbourhood support and development plan?