

## Activity sheet eight: Subcultures

# Activity 4 - How to manage continuous change

It’s important to plan properly for change and have the flexibility to adapt to unexpected changes. It’s also important to consider how different people respond to change and how to engage your workforce in any changes in your organisation.

“During periods of change we have held ‘listening’ events so that staff could get together to discuss issues they would like to bring to the attention of management. These were confidential events where an independent consultant fed back to the organisations leadership team on the issues that were bothering staff.”

Amber Trust

### Resources to help: The principles of workforce redesign

‘The principles of workforce redesign’ can help organisations who are going through any form of organisational change or restructure.

The seven principles outline the key things you need to consider when changing the way your staff work.

Visit [www.skillsforcare.org.uk/powr.](https://www.skillsforcare.org.uk/Support-for-leaders-and-managers/Workforce-commissioning-planning/Workforce-change-and-transformation/The-principles-of-workforce-redesign.aspx)

### Resources to help: The workforce outcomes measurement model

‘The workforce outcomes measurement model’ can help you evaluate whether your workforce interventions are really making a difference to the individual who needs care and support.

It provides a simple way of linking the impact and benefits of workforce interventions to measurable, person-centered outcomes for the individual, service, organisation, and community.

Visit [www.skillsforcare.org.uk/womm](https://www.skillsforcare.org.uk/resources/documents/Support-for-leaders-and-managers/Workforce-commissioning-planning/Workforce-change-and-transformation/Workforce-transformation-outcomes-measurement-framework.pdf).

## Exercise

**Read the scenario and answer the questions below.**

The manager of a busy domiciliary support service is very forward-thinking and embraces assisted living technology (ALT)*.*The culture of the service is evolutionary and tries to move with the times to provide more effective, person-centred care.

The service operates two different teams, one based in a very rural location and one based in a town.

The manager is keen to encourage staff and people who need care and support to consider ALT as a solution to an identified need, when and where appropriate.

The service has been supporting people to learn about and to use various pieces of ALT for a number of years, beginning with more low-level equipment such as easy-pour kettles, talking scales and remote locking devices.

As ALT improves and develops, some members of staff are realising the potential of digital technology, such as applications available for smart phones and tablets. These staff try to encourage wider use of these devices with those who have them. One particular member of the rural team would like to support the rest of the staff to learn how to use Skype – this could benefit some of the people they support who are more isolated.

Other members of staff are reluctant to try Skype and don’t feel comfortable using apps on smartphones or tablets. They insist they are ‘not very good with computers’ and this is causing frustration within one of the teams.

**Questions:**

* What subcultures do you think this organisation may have?
* How can you ensure that each subculture shares the organisational aims and objectives and so improves the service delivered?
* What barriers do you think there may be?
* Thinking about your own organisation, can you identify any subcultures?
* How do they support or disrupt your organisations aims and objectives?