

Activity sheet four

Focus on the future

This group task will help you to identify your organisation's 'hedgehog' – i.e. what you do that's better than anything and anyone else. It can help you deliver improvements in your service.

The hedgehog concept

It was created by Jim Collins in his book 'Good to Great'. He used the parable of the clever and devious fox who keeps coming up with new ideas to eat the hedgehog. However the hedgehog defeats him by doing his one trick – rolling into a thorny ball.

This concept is widely used as an organisational development tool. You can read more at www.success.com/article/jim-collins-hedgehog-concept.

This concept highlights the importance of:

- organisations know what they're good at
- keeping strategies simple but effective
- pursuing these strategies with drive and determination.

Identify your workplace hedgehog

Work in a group to answer these questions – you might have several answers for each.

- **What do we, the workforce, care passionately about?**
Most people work best when they believe in and are committed to the service they're providing, so it's important to identify what these things are.
- **What do we do well (and equally, what do we not do well)?**
This might be small scale or very focused, for example how you support people to use assisted living technology or giving a great induction to new staff.
- **What are our drivers and how do we measure success?**
You might include things such as customer satisfaction, reputation, financial profit or workforce health and wellbeing.

Now look at your answers and see where they cross over – this is your hedgehog. Remember it must address all three questions – you must be passionate about it, do it well and must be one of the factors that drives your business.

Your hedgehog is the activity that you can work together to deliver – this can support a positive workplace culture. It encourages people to commit to delivering the best they can do, to have a shared identity and have pride in it's achievement.

Example: Orchard End Services

What do we, the workforce, care passionately about?

- Delivering innovative care solutions.
- Recruiting people with the right values.

What do we do well (and equally, what do we not do well)?

- We listen to people to hear their needs and wishes.
- We have strong links with community leaders.
- We're supported to learn the skills we need.

What are our drivers and how do we measure success?

- Having a business plan that has a strong value base.
- Delivering personalised care and support.
- Having a good reputation.
- Increasing the number of people we work with.

Our hedgehog:

Developing specific community networks around individuals as they develop more independent lives.