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## Activity sheet eight: Subcultures

# Activity 2 - Focus on the future

This activity can help you deliver improvements on a large or small scale, working together inclusively and engaging the entire organisation can help to establish buy-in for change.

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.

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| The hedgehog concept It was devised 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.jimcollins.com/concepts/the-hedgehog-concept.html](http://www.jimcollins.com/concepts/the-hedgehog-concept.html).  This concept highlights the importance of:   * organisations knowing 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 intersect – 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 to support a positive workplace culture. It encourages people to commit to delivering the best they can do, to have a shared identity and to have pride in their achievements.

## Exercise

**Read the scenario and answer the questions**

A small, family-owned residential care home for older people is well established and has been operating for nearly 60 years.

The service consistently achieves positive Care Quality Commission reports and nearly always has full occupancy; staff are very loyal and stay for many years. The organisation prides itself on being ‘one big happy family’; they have regular meal times when the staff sit down and eat with residents.

The home has a set routine with specific days allocated to certain tasks. They currently have two set activity days when the part-time activity coordinator organises activities for the whole home such as afternoon tea dances, film matinées, sing-a-longs or seated exercises.

The owner’s daughter also works in the home and has recently achieved an activity provision qualification. She’s very enthusiastic and would like to introduce more varied activities, at different times and to suit individual needs. She believes that the lives of residents could benefit from all members of staff having a better understanding of activity provision and a more spontaneous approach.

She also wants to encourage both staff and residents to use their existing skills more, such as encouraging a staff member who is a keen gardener to support an older gentleman who used to work as a landscape gardener.

Whilst some of the staff are eager to get involved, others are concerned about how they will find the time to do these ‘extra tasks’. The activities co-ordinator has also expressed concern about residents being put at risk.

**Now, answer the questions.**

* What could the owners do to encourage all staff to engage in meaningful activity?
* How can they ensure that everybody is committed to these new plans?
* What do you think the challenges are?
* Thinking about your own organisation, have you got the right culture in place to be able to manage change?