How to make change happen

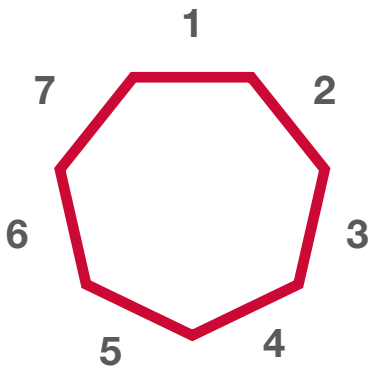## The principles of workforce redesign

Short 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 and 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.

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 have before. 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**

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 helping 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.

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.

Things to consider

- **How people relate to each other in the context of wider integrated care systems, partnerships and in organisations affects what needs to change, how people feel and react to change and how able they are to do their job well (workforce productivity).**

- **The workforce, people supported, their families, friends and communities are all part of the system and cannot be treated in isolation from it.**

- **The culture and character of a system, partnership or organisation is determined by the people who work in it and the people who take responsibility for problems and solutions.**

- **Supporting people in different parts of the system through the whole process of change is integral to any strategy and vision.**

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?

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.

Things to consider

- **Sufficient resources and time to support change must be put in place if changes are to be successful and sustainable.**

- **People learn and change at different rates, so change programmes need to be flexible to accommodate this.**

- **Some people welcome and thrive with change, whilst others may feel threatened, 'de-skilled' or worried.**

- **There can be resistance to change that goes against the current work culture, therefore opportunities to support people to develop the confidence, skills and expertise they need to work in redesigned services need to be incorporated into all plans.**

- **Regular and effective two-way communication keeps people involved, updated and engaged. This can help to reduce negativity and anxiety.**

- **Never assume that people in senior roles don't need as much support to change as those in junior roles.**

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?

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.

Things to consider

- **Create an environment where managed risk is encouraged and can help people feel safe to express concerns, discuss ideas and experiment.**

- **Appropriate and supported delegation of activity and responsibilities encourages creativity and involvement.**

- **Champions, innovators, and leaders are key to successful transformation. They should be identified, supported, sustained, and encouraged to share their learning, including learning that arises from failure, as well as successes.**

- **Regular effective and supportive supervision empowers people to be innovative, dynamic, adaptable, and flexible.**

- **Systems, partnerships, organisations, and workplaces with a non-hierarchical view of knowledge, experience and expertise, encourage individuals to feel valued and able to contribute to learning and the development of new and innovative services.**

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?

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.

Things to consider

- **Identifying and sharing the experiences, ideas and concerns of people gives a strong and positive message about the way in which individuals and their role and responsibilities are valued.**

- **Sharing learning and experience across organisations, partnerships, systems and communities provides a strong foundation for transformation and supports the creation of effective networks and relationships.**

- **What works in practice is best learned from those directly involved in it. Systems and processes create the infrastructure to encourage the sharing of learning across organisations and partnerships.**

- **Everyone should be encouraged to contribute their strengths, talents and abilities to create a positive workplace culture that is a good place to work.**

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?

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.

Things to consider

- Learning occurs in different settings including daily activities, observing others and supervision. Good learning environments blend practical learning with opportunities for training and qualifications.

- People can be motivated by goal setting and seeing the benefits of learning through practical application and problem solving.

- Previous learning and educational experiences have an impact on confidence and attitude towards present learning; this can be positive or negative.

- The way in which learning takes place can be as important as the content.

- Inclusion of 'people with lived experience' in learning opportunities can be powerful to ensure that learning remains person-centred, and change is focused on outcomes for people supported, their families and carers.

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; or in different ways to the ones described here.

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.

Things to consider

- **Working with people's attitudes, beliefs, values and understanding has a greater impact on cultural change and transformation, than focusing on system change alone.**

- **People with a personal commitment to the organisation's vision, values and goals make a positive contribution to transformation and on-going improvement.**

- **Listening to people, encouraging questioning, valuing experiences, and supporting new ideas increases confidence and being proactive in contributing to transformation.**

- **A 'doing the same better' approach limits the vision of high quality, person-centred care, and support. Focusing on the preferences, wishes and aspirations of people supported encourages imaginative and innovative ways of working with people.**

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?

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.

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.

Things to consider

- **Local communities are made up of people with diverse skills and talents and lifestyles vary according to culture and other circumstances. Consider the diverse skills, talents and abilities in your workforce and your local community. Remember a community can be geographical, a community of interest, a faith community, really anything that provides connection and a sense of belonging.**

- **Taking a co-productive approach and involving local citizens in discussions and decision-making about transformation ensures local needs are identified and encourages people in the local area to contribute to its delivery.**

- **Approaches to recruitment, volunteering and employment should reflect the diversity of the local population.**

- **The people you support should have their needs met in ways that fit with their individual lifestyle and preferences, in and by their local community. This will be better achieved by a diverse workforce.**

- **Organisational, partnership and system boundaries do not serve communities effectively. Relationships and networks that have the community and people at their heart enable services to work together with a stronger community and person-centred focus.**

- **Workforce planning, shaping and commissioning strategies and market position statements should reflect the significant contribution that the voluntary sector, social enterprises and grassroots organisations make to the provision of care and support.**

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 the things that make me feel like this?