

# How to make change happen



## The principles of workforce redesign

The principles of workforce re-design complement the workforce planning journey and other Skills for Care resources. Workforce planning involves assessing current and future workforce needs and the seven principles help in shaping the workforce to meet those needs effectively.

1. [A practical guide for strategic workforce planning, shaping and commissioning](#) <sup>↗</sup> is a guide for those with adult social care workforce market shaping, commissioning and planning responsibilities. It focuses on bringing together service commissioners with these responsibilities and finance, in order to 'analyse, plan, implement and review' the workforce requirements required within a local area.
2. The [Workforce transformation outcomes measurement framework](#) <sup>↗</sup> measures the impact of workforce investment on the person-centred outcomes that services achieve. It provides a simple way of linking the impact and benefits of workforce interventions to measurable, person centred outcomes for people supported, organisations and the local community.
3. Use the [Practical approaches to operational workforce planning guide](#) <sup>↗</sup> and complete the workforce planning and development tool to help you analyse, plan and develop a workforce plan.
4. The [Principles of workforce integration](#) <sup>↗</sup> will help you to think through what is meant by workforce integration and the contribution that workforce development can make. There is also practical guidance to help you when thinking about the learning and development needs of your workers.
5. You may wish to consider leadership roles and opportunities for leadership by looking at the [Leadership Qualities Framework](#) <sup>↗</sup>. This describes attitudes and behaviours needed for high quality leadership. Are these behaviours demonstrated currently? Are any of your workforce showing leadership potential? How can this be supported?
6. Our [Developing new managers and deputies guide](#) <sup>↗</sup> and development route for managers supports you with succession planning. These tools help you to recognise and develop talent and clear career pathways for your team.
7. The [Workforce productivity and quality model: Self-assessment tool](#) <sup>↗</sup>, action plan and evaluation is a practical and easy-to-use tool to work out what your organisation is doing well and not so well around the four pillars of productivity and help you to identify areas for improvement.
8. Supervision plays a key role in supporting your workforce to deliver high-quality care and support. Our [Effective supervision guide](#) <sup>↗</sup> will help you to plan and deliver effective supervisions. It includes the supervision functions, why supervision is important, the attributes of a successful supervisor, how to develop supervisors and practical tips and recommendations to help you to plan and deliver supervision sessions.

## Principle one

### Take a 'whole systems view' of organisational change

#### Ask yourself

Who do I talk to and who talks to me to about important workplace, organisational, partnership or system issues?

#### Tools to help

A Venn diagram allows you to identify all the connecting and overlapping pieces of your organisation, and the organisations you work with.



#### What good looks like

You understand how you and your workforce can influence change across your local system and how best ensure that any change works for your workforce and organisation and what to do when it doesn't.

## Principle two

### Recognise the different ways people, organisations, partnerships, and systems respond to change

#### Ask yourself

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

#### Tools to help

You can use a response to change continuum to look at your workplace and consider how change is welcomed. You can use this tool when you are looking at yourself, others, or the whole organisation.



#### What good looks like

You know how you and your workforce work best with change and know how to mediate the positive and not so positive impacts of change.

## Principle three

### Nurture champions, innovators, and leaders; encourage and support organisational learning

#### Ask yourself

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

#### Tools to help

You can use Belbin to help you explore the different roles people have in your team and work out how to ensure you have the right mix of roles to support you with implementing change.



#### What good looks like

You and your workforce take time to learn from your mistakes without blaming each other. Innovators in your workforce are cherished.

## Principle four

### Engage people in the process; acknowledge, value, and utilise their experience

#### Ask yourself

When I get feedback about the proposed change, do I see it as negative, neutral, or positive?

#### Tools to help

Using a feedback loop is a simple way of keeping people engaged with the transformation of care and support.



#### What good looks like

You know what sort of feedback works best for you and you know how to adapt your style of communication to different people in your workforce so that every understands what's going on.

## Principle five

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

### Ask yourself

Do I learn best by: reading 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 something different to all of these?

### Tools to help

There are many ways to categorise the way different people learn best. Honey and Mumford's four learning styles are a good place to start. They are: Pragmatists, Theorists, Reflectors, Activists.



### What good looks like

You make sure people know how you learn best and you take time to ensure any learning others do is offered in a format that works for them.

## Principle six

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

### Ask yourself

Am I and people I work with happy to discuss, honestly and constructively, how well changes are working?

### Tools to help

Understanding Workplace Culture CPD module will help managers to explore the critical links between vision, values and culture, providing practical support to influence change and develop the culture of their service.



### What good looks like

You and your team have open and honest conversations together and not being each others backs.

## Principle seven

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

### Ask yourself

I know how to and look forward to working more closely with the local community?

### Tools to help



Co-production is a way of working, where everyone works together on an equal basis to create a service or come to a decision which works for them all.

Based on Arnstein's Ladder of Participation, the TLAP ladder of participation describes a series of steps towards co-production. It is designed to support greater understanding of the various stages of access and inclusion before full co-production is achieved.



### What good looks like

You and your team have open and honest conversations together and not being each others backs.