

SWORD workbook:

KFP 4 Mission and Vision Tasks



Box 4.1: How to prevent or respond to change fatigue in your organisation

Be aware of the risk of change fatigue and how it can manifest itself.	Communicate the reasons for change and provide regular updates on progress.
Formulate long-term strategic plans, not short-term reactive solutions.	Wherever possible, limit the number of changes implemented over a period of time; focus on small improvements, rather than large-scale transformations.
Give people details of previous change initiatives that have led to improvements.	Identify any unintended consequences of changes that might be introduced.
Changes are disruptive and typically require extra work; accept that a short-term reduction in performance may be the cost of ensuring long-term gain.	Involve workers in the process of change. Their suggestions may be more realistic and acceptable to the workforce. Listen to their concerns and take them seriously.
Remember, change also places a burden on managers and team leaders, who are required to 'sell' the new initiatives enthusiastically.	Train managers on how to better support people through the process of change (see the guidance in KFP5 Wellbeing).
Remember, it may take a while before changes show any benefits. A period of consolidation is required to consolidate the change.	Evaluate the long-term effectiveness of any change by getting feedback from people at each level in the organisation.

Adapted from Kinman (2017)

Box 4.2: The World Café approach

The World Café approach is based on the belief that people have good ideas, and these can be mobilised to generate options for change and help deliver strategic goals. It encourages diverse perspectives and enables the generation and exploration of ideas that may have not been considered previously.

The format is flexible and can be adapted to different contexts. Set up a room with café-style tables and paper tablecloths that can be written on (or use Post-it notes) to capture ideas. Coloured pens should also be provided. A facilitator (or host) is needed for each table to guide the process and record the findings. Participants spend a specified amount of time (say 15-20 minutes) on each table having a conversation about a key issue (this is known as a 'round') before moving on to the next table.

The environment should feel conducive to learning, and the facilitators must be committed to using the ideas and information generated. The following steps will help you create a productive World Café:

✓ There should be no more than four or five chairs at each table.

✓ Make sure people understand why they have been brought together, and the aim of the exercise.

✓ Articulate the context clearly and identify the broad themes you want people to address.

✓ Create a list of questions for each table that capture real-life concerns facing the organisation.

✓ Table hosts should welcome each group, guide the first round and then summarise the contributions from previous rounds to each new group.

✓ Make sure everyone has a chance to articulate their views, in writing or verbally.

Make sure you have a way of capturing the ideas and themes emerging from the rounds, and schedule time at the end of your World Café to synthesise ideas and feed back to the group about how ideas will be used in any service improvement or change process.

More information on the World Café approach can be found [here](#).

Box 4.3: Effective succession planning

✓ Know your organisation

Where are the key risks? Are there critical people who would create a hole in the organisational fabric if they left? How could you future-proof this part of the service?

✓ Look for talent

With careful planning, supervision and appraisal can identify people with skills and potential who can be nurtured and developed. Performance reviews can also feed into this process.

✓ Create a development plan

Investing in your workforce is an important part of organisational resilience. Looking at your overall strategic direction, what key skills are missing in the workforce and how could these gaps be filled?

✓ Review

Make sure you are sensitive to potential changes in the organisation and think about how talent can be grown at all levels. Manage the fears of others who may be concerned you are developing people to 'take over' their roles.

More information on succession planning is available from the CIPD (Chartered Institute of Personnel and Development) [here](#).

Box 4.4: Tips for becoming a culturally competent leader

Spend time getting to know your colleagues. Don't rush meetings. Consider how you can more effectively engage people who are different from you.

Remember your social work values, and check your frustrations are not biasing you when listening to people's perspectives; be open if you have made an assumption.

Listen to people. Remember that they are experts in their own lives and experience, so be ready to listen and learn.

Practise self-awareness; remember your own values and beliefs may not be shared by others. Check that you are not 'norm referencing' your own cultural experiences or background.

Don't make assumptions about people who come from a similar background to you.

Think about the power you hold and the language you use. Language can empower people or leave them feeling hurt; this may not be intentional, but it can have a damaging effect.

More information on the role of cultural competence in promoting leadership and organisational change can be found [here](#).

Box 4.5: Discover your shadow side

Write down the leadership strengths that you hope your colleagues see you as having (i.e. the good and positive stuff). Then consider how others could perceive those same characteristics less favourably (the less good and negative stuff) – in other words, your shadow (how you might be seen by others).

The Shadow I Cast / How I am Seen / My Impression? (the good / positive stuff)

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The Shadow I Cast / How I am Seen / My Impression? (the less good / negative stuff)

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What impact might this have on others around me, and what might I want to change about this?

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Here is a completed example



Box 4.5: Discover your shadow side

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The Shadow I Cast / How I am Seen / My Impression? (the good / positive stuff)

1. Totally committed to improving outcomes for social work practice.
Conscientious and hardworking.

The Shadow I Cast / How I am Seen / My Impression? (the less good / negative stuff)

1. Works late; impatient for improvement; doesn't always delegate or trust others.

What impact might this have on others around me, and what might I want to change about this?

Always stays late and preaches about work-life balance, but then doesn't go home on time or have lunch-breaks. Others might think that I am encouraging a culture that expects people to overwork, and that I think I'm the only person who is able to do things properly.

What I need to change

- ✓ Be more patient and allow change to occur.
- ✓ Delegate more, so other people can see I trust them.
- ✓ Practise better work-life balance: don't just tell everyone around me to go home on time, do so myself.
- ✓ Take a lunch break, and use this as an opportunity to get to know my staff.

More information on discovering and managing your shadow side can be found [here](#).

Box 4.6: Employees' perceptions of organisational justice

Employees' perceptions of justice generally fall into one of three categories:

Distributive justice

Where outcomes are in proportion to inputs. For example, salary, promotion and career opportunities should be relative to people's training, experience and effort and not awarded through favouritism.

Procedural justice

Where processes that lead to outcomes are transparent. For example, practitioners have opportunities to contribute to decision-making. Activities outlined in this workbook (e.g. open-door policies, 'walking the floor', and Appreciative Inquiry) can all enhance employees' feelings of being consulted. Another important aspect of procedural justice is that decisions and resource allocations are made consistently, neutrally, accurately and ethically.

Interactional justice

Where perceptions of interpersonal interactions and treatment are equitable. For example, the degree to which people in an organisation are treated with respect when procedures are implemented. Leaders should ensure information is presented:

- > truthfully (realistically, accurately and openly)
- > respectfully (workers should be treated with dignity and courtesy), and
- > with propriety (without prejudice such as racism or sexism).

Involving practitioners in shaping communications and gaining feedback before distributing more widely will help increase a sense of interactional justice in an organisation.