SWORD workbook:

KFP 4 Mission and Vision Quick Wins

Quick Win 4.1: Achieving effective change

Develop a communication strategy that enables workers to understand why the change is necessary, and how this will benefit teams and services.	Communicate clearly and transparently the motivation for change and inspire commitment to the reasons and potential benefits of the change.
Identify how others may receive the change; consider carefully the impact of feelings of loss, uncertainty and anxiety, and manage this in an emotionally sensitive but constructive way.	Focus on sustaining personal resilience in the face of anxiety, conflict or hostility from others.
Be self-reflective when reacting to the concerns of others, tolerating uncertainty while supporting innovative, creative thinking.	Ensure that the organisation retains a clear focus on meeting the needs of people accessing services, while adapting to the change agenda.
Create communication channels that enable people to provide feedback on the change and its impact.	Identify potential risks posed by the change and mitigate any that are likely to have a negative impact on the children, families and adults who use services.

For more information see **here**.

Quick win 4.2: Pay attention to the fish tank, not just the fish

Tate (2013) argues that it is important to consider an organisation's health as a whole system, rather than look only at its constituent parts (i.e. individuals, leaders and managers). An organisation is an integrated system, so we need to understand the 'glue' that binds people together and makes them want to work there. Any plans for change must, therefore, consider the whole environment and not focus on a single action or event.

Using the metaphor of a fish tank, Tate observes that many organisations just focus on putting a new leader (or fish) into an environment that is toxic. They may then look after the health of individuals (or fish) without paying attention to the system (or fish tank) in which they live. This means no one can thrive.

It is crucial to understand the organisation (the fish tank) as an ecological system, and cleaning the tank should be prioritised. Systemic leaders are able to recognise negative working practices (or toxins) in the environment (or tank) and provide appropriate nutrients to enable people to thrive. Having a clear mission and vision helps people understand what is expected of them. But without systemic leadership and an organisational culture that is open, reflective and committed to the whole system, success cannot be achieved.

More information on managing leadership from a systemic perspective can be found here.

Quick Win 4.3: 'Tell Me' exercise

The goal of this exercise is to use guided conversation to define a common set of values and aims for a team or an organisation. Tell Me can help develop working agreements, resolve hidden conflicts, or be used as a team-building activity to enhance mutual understanding. The exercise is suitable for groups of between 8 and 16 people. Some initial planning is needed, as you need to divide the group into pairs.

Each pair spends three minutes talking about their skills in turn (as teller and listener) and what they feel the team or organisation could improve upon. It's important to ensure listeners realise this is not a conversation, but an opportunity to pay attention to what tellers are saying.

A strong timekeeper is needed to ensure people swap to the next pairing at the end of each six-minute period (after each pair has had a turn at being teller and listener).

Listeners' questions should be simple and specific. Listeners don't need to say anything else other than 'thank you' after the teller's response. For example:

'Tell me a skill you have that you think the team can benefit from?'	'Tell me one core thing we need to improve on in order to develop excellent practice?'	'Tell me how you think we could be working together more effectively to achieve the goal?'

At the end of all the rounds, feedback on themes and skills should be shared with the whole group.

Quick win 4.4: Keep an 'I did' list

At the end of the working day, put aside some time to focus on your key achievements and answer the following questions:

What did I do?	What was this action in response to?
Was this action planned or unplanned?	What did the action achieve today?
How has the action contributed to more substantial or longer-term goals?	How do I feel about achieving this goal?

A table, such as the one shown below, could help.

What I did	What did the action achieve?	How has this contributed to the overall strategic goal I am working towards?
....	....	....

Quick win 4.5: Using Kanban

Kanban, a Japanese term meaning billboard or signboard, is a production management system that aims to minimise waste and maximise efficiency. Benson and DeMaria Barry (2011) have translated Kanban into a personal scheduling system that restricts work-in-progress in order to enhance productivity and avoid burnout.

Put simply, Kanban involves limiting (say to three or four) the number of tasks you're working on at any one time. When you have completed one task, you can introduce another – and so on.

Use Post-it notes and a whiteboard with three columns – 'To do', 'Doing', 'Done' – and move each task along as it progresses. You can also add a 'Waiting' column for future tasks (or, if urgent, allocate them to other people). Larger tasks can be broken down into manageable chunks. Ideally, finishing one task before completing another will become a habit.

For more information, see **here**.