

Changing how we work

# Today...

I 've been asked to talk briefly about ...

- The important things in transformation
- Some principles and some tactics
- .... and to lead into Will and Julian (who'll be more interesting !)

# What do we know ?

- It's not about money – it's about people and how they behave
- NEETs, Universal Credit, school improvement, and similar challenges
- Transformation is hard: by some estimates the failure rate is 70%
- We know why. ...But do we know how ?
- Some big and consistent clues to beating the odds

# IWNs as part of the whole

- changing how the system of support services around a person work together, rather than as separate projects, initiatives and parts
- IWN are a simple concept but sit within quite a complicated landscape
- Hard because the things that we need to make work better for a successful transformation are people... who are widely distributed, interdependent, and – often - initiative based

# So , how do we make the change ?

- a few things – done consistently well and over a long period of time – dramatically improve the chances
- They cluster into perhaps 3 or 4 main groups of factors
- In the main, the same things we already know ...But find it hard to apply them at scale and at pace

# Key principles

- Focus on communicating
- Leading by example, and building capacity
- Engaging employees across the system
- Continually improving

# Important tactics

For many of you present to design in detail. ...but should include ways of ensuring that :

- Best practices are systematically identified, shared, and improved upon
- a consistent change story is used to align organisations around the IWB's goals
- Expectations for new behaviours are incorporated directly into regular performance reviews
- High-potential individuals are assigned to lead the transformation

# So...

Whilst there are various checklists, surveys and evidence (of varying qualities), my summary messages are :

- IWN provide a strong opportunity for leveraging transformation at a local level
- They will work best when we – leaders, managers, and practitioners – see them in their proper context:
- not a project or an initiative, but a systematic opportunity to integrating community centred health and well being approaches...Whether these start life as community development, health improvement, community action
- Through you, they will help us empower, integrate, collaborate and improve