



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](#)  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](#)  measures the impact of workforce investment on the person-centred outcomes that services receive investment on

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](#) . 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](#)  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](#) , action plan and evaluation is a practical and easy-to-use tool to work out what your organisation is doing

Principle one

Take a 'whole systems view' of organisational change

Ask yourself



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

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 seven

Engage with your community to understand its assets, strengths, and culture; work together to develop inclusion 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.