Tool 1 // Getting Started Reviewing current practices

Let's start with a provocation:

"Our proposition is that employees are inherently creative but their creative efforts are thwarted by organisations which in actuality provide hostile grounds for creativity.' - Raharso, 2019

Thoughts before you start

Change is done by people, not to people - so it's important that you engage your teams and work collaboratively. The purpose of this work is to enable everyone to do their very best work. Everyone has different needs, styles and preferences and this must be considered and incorporated. Your working practices reflect your organisation, they are part of your organisational culture. Ensure your working practices are authentic and in line with your organisation's values.

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Tool 1 // Step One

STEP 1

Working with your teams, ask everyone to think about their working processes and practice - the things you do in the normal course of your work. Start by making a list of the 'what' (processes) and the 'how' (practices)
This could include for example how:

- You communicate with people inside your organisation
- Decisions are made
- Teams work with one another
- Meetings are managed
- Performance is managed
- Information is stored, archived, accessed

- Customer enquiries are managed
- Plans and projects are developed, shaped and shared
- Suppliers are contracted
- Budgets are managed
- Expenditure is monitored
- We learn from one another and exchange ideas
- Ideas are generated

Team members might want to do this on a matrix, with post-it notes, flip charts etc. Ask team members to share their lists.

Are their different practices or perceptions in different teams? Has the global shift to digital and remote working generated new practice, effective practice? Have elements of effective practice been lost or forgotten with digital working? Surface and explore these. The aim is to ensure that everyone's perceptions are heard. It would be unusual to have consensus at this stage.

Tool 1 // Step two & three

STEP 2

Ask team members to think about and share their response to the following question:

What do I need to do my best work?

This will vary from person to person and surfaces our different preferences and needs. Some people might prefer structure, processes and routines, others might need people, silence, creativity, purpose, flexibility, accountability, ownership etc. It's useful to highlight and capture the different needs and preferences of the individuals that make up your team.

STEP 3

Ask team members to consider their working practices.
What feels effective? What needs adapting? Again you can do this using post-its, flip charts, emojis etc.

Are there any areas of practice where there is consensus? Do you all agree that team meetings are effective? Do you all agree that information is stored, managed and archived effectively? Are there working practices that are ineffective and no longer meaningful or relevant? Ensure that everyone is heard and listened to.

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STEP 4

Using the discussion you have already had, work towards a broad consensus of what you will stop, start or continue.

Reaching consensus has to take into consideration the needs of individuals. (For example if you agree to make all team meetings online - what does this mean for individuals? Do you need to consider training, access, subtitles, audio description, IT infrastructure etc)

STOP, START, CONTINUE

Work as a team

Use the tool to clarify the practical things that need to be altered so that the change can be realised

1. Create three areas on your flip chart (see template below)
2. Label each of them – the first with stop, the second with start and the third with continue
3. Work through the table, identifying (with as much detail as possible) what will need to be actioned in order to create your change.
4. What activities, behaviours and perceptions will you need to stop?
5. What activities, behaviours and perceptions will need to be maintained?
6. What new activities, behaviours and perceptions will need to begin?

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STOP	START	CONTINUE

Tool 1 // Example

STOP	START	CONTINUE / ADAPT
Using dropbox	Using google drive and introduce file naming protocol	Weekly drop-in surgeries
Using individual budget monitoring	Using a master budget document that everyone has access to.	1:1 calls on a fortnightly basis
Sending monthly newsletters sent for SMT	Monthly team briefings that are led and shaped by everyone.	Adapt the process for supplier management. Continue to use the online portal but ensure it is available in other formats and accessible to all.
Sending individual performance reports from each team	Creating a performance digest that celebrates success, shares learning, identifies priority areas	
	Create time and space for online social interaction to share news, updates and to check in with one another.	

STEP 5

You might find that you have reached a consensus and identified new working practices to adopt, or 'old' working practices that you want to adapt or stop. Brilliant!

If not, you might need to do further work to surface resistance and gain a deeper understanding. Use the 'As is, To be' tool to dig deeper. Find out what people want new practices to be like, feel like.

As is, To be Tool (see template and example below)

Work as an organisational group
- Select some headings that will be relevant for the current and future state of your working practices
- Write these down the left hand side
- Then create two columns.. 'As is', and 'To be'
- Describe (in high level but meaningful ways) the changes that you are creating to your working practices.

Tip – don't worry about phrasing – worry about the true change that you want to see and feel.

Tool 1 // Template

	As is	To be
TEAM MEETINGS		
INTERNAL COMMS		
DECISION MAKING		

	As is	To be
TEAM MEETINGS	Conventional Shaped by manager Formal Focus on work to be delivered	Creative & fun Shaped by the team Productive Focus on team sharing and development
INTERNAL COMMS	Professional Formal High volume of internal emails 'Gatekeeper' sends out information from Senior Management Team	Warm, human and diverse Regular and frequent More face to face briefings Different communication led by different teams - more voices / not just Senior Management Team
DECISION MAKING	Decisions made by line managers / behind closed doors	All project officers empowered to make decisions Clarity on quality to support decision making More voices and consultation

Tool 1 // Step six

STEP 6

Once you have completed the 'Stop, Start, Continue tool' and / or the 'As is, To be tool' work with your team to identify:

What needs to happen next?

What do you need to do to implement the new practices effectively?

How will you know if they are working?

When will they be reviewed?

Create an action plan that is owned and contributed to by everyone. You might want to consider whether you need:

- New resources, equipment or technology
- Different job descriptions, a realignment of roles
- Training or skills sharing

Once you have completed your action plan - you are ready to implement new working practices.

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Tool 1 // Step 7 - SWOT Analysis

Remember working practices need to evolve over time.

Build in time for a review, and perhaps consider doing a **SWOT** analysis after 6 months to identify the:

Strengths
What is working well and proving beneficial. What are the team's strengths that you can share?

Weaknesses
What isn't working as well and needs some support, intervention, additional resources, energy and commitment. Are there other teams with strengths in this area that we can learn from?

Threats
What external factors might threaten the working practices and how might you plan for these?

Opportunities
What external factors might create opportunities for your working practices (new technology, new legislation, shifts in policy)?

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