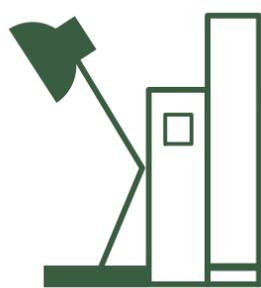


# TOOLKIT OVERVIEW

## Building new working practices

people  
make it  
work  
we are culture people



### WHY USE THIS TOOL?

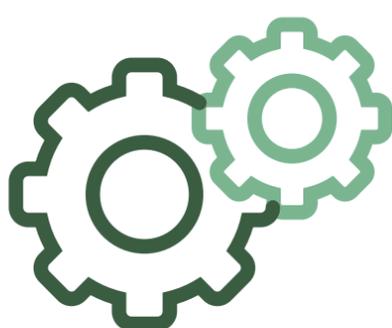
In times of change we often focus on the direction we are travelling in with a goal or outcome in mind. Activity can be very 'task' orientated. It is important to remember that change is done by people and therefore it's essential that our people and working practices support the changes we are delivering.

Do we have the right people, with the right skills working in the right way? Are our teams busy or effective? Do they have the appropriate support? Are they empowered and enabled to make decisions? Is there an organisational understanding of quality? Has the shift to digital working benefited people and the organisation or created barriers? What do people need to do their best work?

These tools, insights and provocations will help to guide our thinking to create working practices that meet the needs of individuals and the organisation.

### WHEN TO USE IT

We believe that reviewing working practices is essential to organisational health and therefore recommend that the ideas in this toolkit are embedded into appraisals and reviews, and considered as part of all planning processes. These tools will also support organisations going through change - changes to infrastructure, organisational culture or service delivery. If we want to see lasting change, embedded in the organisation we must ensure that our people and working practices support that change.



### HOW TO USE IT

Each tool in this collection is designed to develop insights to feed into your working practices. You should be selective, not exhaustive in how you use them, getting the most value out of a small number of deep reflections, rather than a rapid progression of quick ones.

Most importantly these tools should be worked through with your teams. Their input, ideas, preferences and challenges are essential to understand when you are building new working practices.

### OUTCOMES YOU MIGHT EXPECT

- An increase in team effectiveness, with individuals feeling empowered, supported and enabled
- Insights and ideas that will help to shape new working practices that produce quality work
- A positive shift in organisational culture
- Changes to your infrastructure creating more opportunities for cross-team working
- An understanding of your current blockages and challenges and how to address them
- A collective buy in from your teams, with commitment and understanding - we know what we're doing, and we know why we're doing it.



### NEXT STEPS YOU COULD TAKE

Having reviewed your working practices you might

- Ensure that the changes you are delivering are reflected in your organisational values
- Review your recruitment, induction, training and appraisal processes to ensure that the new working practices are embedded and enabled
- Consider using the tools with your trustees, reviewing your governance working practices
- Recognise and celebrate effective practice

