

Introduction to the Change Toolkit

22 JUL 2016

STOCKPORT COUNCIL CHANGE TOOLKIT –V1

Empowering Organisational Change

This Toolkit goes hand in hand with learning about facilitating change. We are creating this toolkit and learning about facilitating change as part of an overall goal to empower organisational change or equivalently:

Speeding up the pace of change and building resilience to change within Stockport Council services – especially team leaders through a methodology incorporating agile with a focus on facilitation.

Change

This toolkit aims to cover 4 areas of change:

Principles of change

Collaborating on Vision and Design

Validating design with users

Day to Day change

The principles are covered in this slide deck. The other 3 areas each have a separate slide deck.

Developing our Change Toolkit

The early version of this toolkit will cover agile techniques for change as taken from the various approaches to agile software development but in this case we will generalise them to use in any context.

Examples of where this has been done before include: Gov.uk's Agile for Policy Development.

It is envisioned that later versions can adopt best practice change techniques gathered from anywhere and chosen for their effectiveness within our Council at creating positive change for citizens and staff.

What is agile?

Agile is a way of working

It's a loose collection of methodologies – though not a methodology in itself – including:

- Extreme Programming
- Scrum
- Lean
- Collaborative working, etc. etc.

SMBC's tech partner, ThoughtWorks, approach is to use the best of all agile practices – using what works

Agile is not one method because it's about empowering people to 'think' and change their way of working within their team – for example, through a team 'retrospective' (eh? google it! There are tonnes of resources out there)

Agile principles

Manifesto for change

We are uncovering better ways of working. Through this we have come to value:

People-led change over process-led change

Collaborate towards a solution over negotiating between solutions

Creating something that works over writing documentation

Responding to change over sticking with a plan

That is, while there is value in the items on the right, we value the items on the left more.

Adapted from the Agile Manifesto www.agilemanifesto.org

What does this mean to us?

Break into 4 groups

Discuss:

- why you think the manifesto is arranged this way?
- why could the items on the left be more important to us than those on the right?

Share your thoughts with rest of the workshop

Approach to learning

Approach to learning

Empowering team leaders through:

See one

Learn one

Do one



Start with those who have 'seen' e.g. attendees of inception. Focus on 'learn by doing' and incorporate 'see' for others into the 'doing' part.

Learn: train, plan, do, reflect

Train/learn participants learn facilitation for org change

Plan participants plan the session(s) with their team

Do participants facilitate session(s) with their team
with trainer's support (do/create change)

Reflect critically reflect to cement learning:

- 'Did it go well?'
- 'Did training & tools work?'
- 'What could we improve?'

Learn what?

Visioning- ‘inception’ type sessions; facilitating collaboration

Validating vision- user-centred validation of vision, taking user validation (testing) into ‘doing’

Day to day agile- delivering change day-to-day

An example plan for learning facilitation with this toolkit

Preparation and planning	2 days	desk work
Visioning change with team leaders	3 days	learn, plan, do, reflect
Validating vision with the team	1-2 days	learn, plan, do, reflect
Day to day agile with team	1-2 days	learn, plan, do, reflect

Who is needed

Trainer and /or coach for facilitators