### Aims

The aim of this guidance is to help you take a whole system approach to change by assessing your Group / Service performance against a range of OD indicators.

### Why Bother?

Systematically analysing all of the factors, which contribute to performance, improvement enables you to:

- identify gaps
- take corrective action
- maximise results
- minimise duplication
- achieve better synergy

### What is Whole System Change?

Whole system change involves taking a holistic view of what is happening at an organisational group or service level.

### Key Principles of the Model

The document provides a series of practical questions to consider that will help you assess the situation and identify areas for improvement.
Whole System Change

Adapted from Burke Litwin
Vision, Mission and Strategy
The purpose of the organisation is clearly communicated to all stakeholders who understand what we are here to do. This and the vision are regularly reviewed in the context of drivers for change. Employees, when asked, can explain in 3 minutes what the core purpose of the organisation, their Group/Service is and how their role contributes. Strategy is aligned to vision and mission, developed through consultation and there are strong links between strategy, policy and operations.

Structure
There is a considered approach to restructuring. Rather than being viewed as a panacea for all, managers are encouraged to question the need for restructuring and explore alternative options. Employees are engaged in identifying possible solutions. Managers are given the appropriate levels of autonomy associated with their role and feel empowered to do their work.

Systems, Policies & Procedures
Systems support strategy and do not comprise performance or partnership working. Technology is effectively utilised to drive change, improve service delivery and customer satisfaction. There is an invest to save approach to purchasing IT, but one which takes into account individual requirements. It is accessible and employees are appropriately skilled to use it. HR practices facilitate legislative compliance, create a positive climate, support organisational change.

Task requirements, Individual Skills and Abilities
Roles and responsibilities are clearly defined, supported by clear job profiles and person specifications. The competency framework values are effectively integrated to OD / performance management and are well embedded. Clear goals and priorities inform an approach to the task. Individuals contribute to objectives setting. Progress is measured via SMART objectives. Individual strengths and potential is effectively harnessed/utilised. Task requirements are clearly communicated. Training needs are effectively identified at all levels and addressed. Training is accessible and there is proportional spend.

External Environment
Managers pro-actively scan the external environment and identify drivers for change. This information is used to inform future business models, direction of travel and the service planning process.

Leadership
Transformational Leadership is well embedded. Managers demonstrate those qualities, are self-aware and see learning as a key management function. TF behaviours are adequately assessed in recruitment. There is clear vision and direction. There are clear goals; priorities and people understand how their role connects with the big picture. Managers are adept at coaching and managing change.

Management Practices
Managers role model the required behaviours and discharge their corporate responsibility - there is a fair equitable consistent approach to pay and reward. Prioritised effective training plans are produced linked to service plans and submitted to OD within the time frame. Quality A and Ds are conducted within the timeframe and data entered onto PSE. Managers champion performance management; manage the performance of their service and employees effectively. A & D is well embedded. Cases of bullying or harassment are rare and there is evidence people can speak up.

Individual Needs and Values
Alignment between organisational and individual goals and values maximises performance. Managers understand individuals needs and motivations and where possible and take these into account when allocating projects and tasks. Success is celebrated. Opportunities exist for progression and investment in development is taken seriously. Diversity is valued and difference is effectively utilised to challenge all aspects or organisational and individual performance.

All of which contribute to:
  • Increased Motivation
  • Individual Performance
  • Organisational Performance

Efficiencies and VFM - Use of Resources
The organisation group or service delivers efficiency and value for money. Resources are aligned to priorities and this can be effectively demonstrated. Whilst the focus is on cashable efficiencies there is equal emphasis on improving service delivery and customer satisfaction. Budgets are managed effectively to time. The approach to achieve efficiencies and VFM is integrated into performance management service planning and day to day operations.

Culture
Managers and employees are clear about the sort of culture the organisation aspires to, (for eg. flexible, agile, customer focussed etc). Managers understand their role in modelling change. Contradictions between what the organisation says it wants and does, individual behaviour and values can be explored safely in a no blame culture. Unwritten rules and assumptions can be challenged.

Communications & Engagement
People receive the right information at the right time in the right way. Communications are clear, expressed in plain English and where appropriate face to face. There are opportunities for employees to express ideas, put forward suggestions.