WHAT ARE THE DRIVERS FOR CHANGE FROM A USER CENTRIC PERSPECTIVE?

This tool facilitates the opportunity for drivers for change to be examined through the lens of the service users. This can overcome a number of issues that slow down shared services.

Managers in the public sector feel very comfortable in process mode. This is because the politicians at local or national level make the strategy decisions and the managers competently establish the processes to implement them.

How do you inspire the partners to gain an early sense of shared vision for the project?

Accelerating the effectiveness of individuals and teams working on:
Improved collaborative working within your organisation - Shared services - Multi-partner community safety
Alternative models of partnership - Blue-light integration - NHS transformation
Combined authorities partnerships - Health and social care programmes

Over 3,000 leaders and senior managers

have attended one or more facilitation or taught sessions in the SSA collaborative transformation programmes.

Over 500 public sector organisations

in local government, NHS, police, fire, housing, HE and FE are applying the SSA toolkits in their collaborative working.

Over 300 recognised practitioners and architects

SSA awards Collaborative Transformation Practitioner and Architect recognition, as part of the Postgraduate Certificate in Collaborative Transformation, in partnership with Canterbury Christ Church University and CIPFA

Over 200 online tools, templates and techniques

for use across the partners in collaborative transformation and shared services, which can accelerate the development time of the projects and deliver savings and outcomes more quickly.

The benefits of these tools to your collaboration projects and your partnerships

What are the benefits of these tools to you and your colleagues?

For your organisation: It gives confidence to leaders to know that all their employees have access to a range of tools for building collaborative advantage across their organisation.

For your partnerships: These tried and tested tools will help accelerate your collaborations, ensuring they are set on strong foundations from the outset, and will avoid the expensive pitfalls experienced in too many partnerships.

For staff and project teams: Your staff can apply over 200 tried and tested tools, templates and techniques in any collaborative settings and across many sectors (local and central government, fire, police, HE, FE, schools, health & social care, housing and third sector). This gives them the confidence to be successful in their role, no matter who the partners are.

In-house, taught sessions on applying the tools can be arranged.

Enquire about sessions for your department, or team, by emailing
Dominic.Wallace@sharedservicearchitects.co.uk
…or phone Dominic on 0333 939 8909

These are pathway seminars to the Postgraduate Certificate in
Collaborative Transformation at Canterbury Christ Church University

sharedservicearchitecture

Tool: T&V1.01

WHAT ARE THE DRIVERS FOR CHANGE FROM A USER CENTRIC PERSPECTIVE?

Henry Ford is credited with saying about his Model T Ford car, "If I had left it to the equine industry to design, they would have come up with a faster horse!"

Tool T&V1.01 facilitates the opportunity for magnets for change to be examined through the lens of the service users. This can overcome a number of issues that slow down shared services.

Managers in the public sector feel very comfortable in process mode. This is because the politicians at local or national level make the strategy decisions and the managers competently establish the processes to implement them.

However, an outcome of that professional training and competence, is that frequently the first step managers take in designing shared services is to begin a minute examination and benchmarking of each partners' current service processes. Not only does it feel comfortable to compare and see which parts of each partner's service has "good practice". It feels like good partnership. Everyone wins by bringing together the "good" from each to build a collaborative "best".

Professor John Seddon describes this as "delivery chain analysis" and does not welcome it. He prefers to champion the primary consideration of the service user's demands and needs[1].

There may well be a place for a benchmarking style activity in the business case development phase, however we recommend that you keep well away from it in the early days of a shared service for three reasons.

Firstly, it can cause long delay whilst the data is gathered to go into the benchmark comparison[2]. Also, we have seen it used as an

excuse to stall a project with claims that "the data is not available" or "we have to get a consultant in to do the work and there are no funds to do this.".

Secondly, the comparison can expose performance and efficiency issues that create endless justification or defence, often creating a divide between partners rather than trust.

The third issue is summed up by Henry Ford who is credited with saying about his Model T Ford car, "If I had left it to the equine industry to design, they would have come up with a faster horse!"

Designing a new shared service around the users

So what is an alternative starting point for a shared service design. HMT reports that *"The NHS National Innovation Centre has pioneered the use of 'Wouldn't It Be Good If..?' (WIBGI) sessions[3] to facilitate and stimulate collaboration between frontline staff, patients, policy makers, commissioners and industry.*
The sessions, themed around specific challenges such as reducing waiting lists or healthcare-associated infections, use creative techniques to answer needs identified by frontline staff, stimulate intelligent demand within the NHS and focus suppliers' product development.[4]".

This style of activity moves the public sector manager from their end of the telescope to the other end, the lens through which the user of the service, experiences the service[5].

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[1] Seddon, J. (2008) Chapter 8 - He accuses Sir Michael Barber, the first head of Tony Blair's unit delivering public sector reform, of creating the "the Science of Deliverology" through an ineffective industry focused on the science of change, rather than on the demands/needs of the service users. The business guru Peter Drucker sums up Prof. Seddon's point, "There is nothing so useless as doing efficiently that which should not be done at all!".

[2] Tomkinson, R. (2007) p80-81 seems to suggest that it took the Welland Partnership almost three years using this methodology for the first shared services to emerge in delivery form.

[3] The sessions were led by Prof. Victor Newman (Newman, R. 1995. p94-97).

[4] HM Treasury (2009) – Operational Efficiency Final Report – p78.

[5] We have heard (quoted by a speaker at the IDEA Front Office Shared Service Conference in 2007) a literal version of this in a story of a claimant being provided with a small video camera to record their experience of applying for benefits over a number of

By enabling partners to frame their exploration through the voice of a range of users, it creates empathy with the users and makes the partners "feel positive" about what they are providing to others.

At a later point, user consultation should be built into your business case development, but for the moment we are concerned with building the trust and shared vision between the members of your fledgling partnership.

Tool T&V1.01 moves your group away from "deliverology" to a space in which they can express an ambition for a new service, through the eyes of the user.

Tool T&V1.01 is an emotive tool for two reasons.

Firstly it provides a blank canvas where high quality user centric services can be explored without reference to the legacy performance of the existing service[1].

Secondly, by enabling partners to frame their exploration through the voice of a range of users, it creates empathy[2] with the users and makes the partners "feel positive" about what they are providing to others.

It may be helpful to remember that a "user" can be just as much the colleagues sitting at the next desk in a partner organisation (payroll, HR, procurement, data access) as a student, citizen, resident or business.

In Tool T&V1.01, partner representatives are provided with pictures of example service users who would experience the service being discussed. They are asked to set the user's context by naming a user in a picture and their circumstances. For example, *"Mr and Mrs O'Brien, regular users of the service who complained that they wanted to be able look up their files in the evenings and at weekends.".*

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weeks. When it was played back to the section managers, they radically reorganised the process. We cannot find the actual detail in a written record. So maybe it could be treated as an interesting anecdote.

[1] Brand, A. (2006) p9 – *"A citizen centric approach to transforming public services minimises the arguments against shared services."*

[2] Harrington, R. (2008) *Essay on innovation and co-production in Camden.* P55.

How to use this tool:

This exercise is best done in a creative meeting.

Step 1: Analyse who the external service users are likely to be for the new shared service. For example if it were a contact centre that was to be open longer, then the service users would be both the public and the contact centre staff.

Step 2: Find pictures that you can use of those types of people.
- Print or photocopy the pictures so that they are about postcard size.
- Then glue them all onto one piece of A1 (flip chart) paper, arranged with plenty of space between each.

Step 3: Ask each partner to either use post-it notes or write directly onto the A1 paper:
- a fictitious description of the service user
- And what they would be saying about a new service that meets their needs

Step 4: Then ask each partner in turn to explain to the whole group, what they have put on their chart.

Step 5: After each partner has taken their turn, facilitate a discussion that looks for common themes across the partners and highlight how they could be played into the service design.

Having set that context, they then provide imaginary words that Mr and Mrs O'Brien might say about their experience of the new improved service. For example*, "Now we have 24 hour access we can look up the service any time we need to.".*

What the group should look for are common ambitions between the partners. These can form the focus of further exploration, without the "drag" of the current delivery structures in each partner.

Tool:T&V1.01

Who are these service users?
What are they saying about the new shared service?

Now we have 24 hour access we can look up our payments any time we need to.

Now the service comes to my village its great!

Alan Peterson from Arndale village where the bus service has been recently reduced to two buses a day into town - both after 2pm

Mr and Mrs O'Brien - regular users of the service who wanted access to their information after 5pm

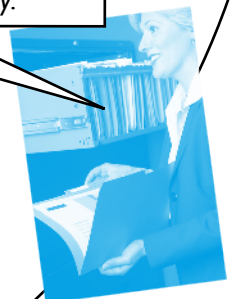*Evening work is great as I can see the kids during the day*

Colin Macey - works in the new contact centre on the night team

Now that we can access their system and compare our files we have reduced fraud by over £50k this year!

When you think it used to take 3 days to get a file sent over - now I can access them instantly.

Anna Desmond, Assessment Team Leader

Other service departments

Tool:T&V1.01

USER LOG

Project & date tool used	What was the desired outcome of using this tool?	What actually happened?	What would you do differently next time?