

Do



Organisational Development

Putting Theory into Practice

OD IN THE NHS III

FORWARD THINKING DIFFERENT

CONFERENCE COMPANION

A leading workforce
programme delivered by



NHS Employers

Delivered in
partnership with

NHS
Leadership Academy

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Welcome to OD in the NHS III

Forward Thinking Different

Thanks for coming to OD in the NHS III – the third annual organisational development conference for the NHS. We hope you have a fantastic day. The title of the conference, Forward Thinking Different, is intentionally weird. It can be looked at in different ways. The underpinning connection throughout the event is the Five Year Forward View, so we want you to be thinking about that during each of the sessions. We hope that this day helps you be forward facing and to think different about how to address the challenges set out in the Five Year Forward View. We're going to take you forward and backwards in time and root you in the present. Sound exciting? We hope so.

After last year's event we were asked to make it bigger next time. We didn't want to go beyond 200 participants as we like to make our events feel personal and intimate, even though there's a large group of people taking part. Instead of more people, we've made the event longer, with optional sessions before and after the conference. For the first time we have a small exhibition made up of organisations who want to share their work with you and talk about how they can support you. We made this decision to offset some of the cost of the longer conference, so that we could keep it free of charge for NHS staff to attend. We hope you'll give some attention to the organisations who have supported us.

One of the phrases you'll hear a lot today is a **safe space to stay sharp**. This came out of a piece of work we supported last year on OD capability. A small group of intrepid practitioners spent time inquiring into the conditions that enable OD practitioners to feel capable and confident. One of their recommendations was that we all need a safe space to stay sharp. The conference today is one of those spaces. It's an

opportunity for you to think, talk, listen, network, ask questions and be inspired. We hope that you leave at the end of the day feeling sharpened.

We have a fantastic offering for you today involving a range of wonderful speakers and facilitators. You'll hear from CEOs and system leaders; seasoned OD practitioners and those who are new to the field; you'll have access to case studies, theories, tools and resources. Throughout the day we aim to model good OD practice, so everything you see enacted today should be totally transferable back in your own organisation. In this conference companion you will find links to videos, documents, articles, reports and websites from every session.

When you arrived this morning you were given a little gift from us in the form of a Do OD notebook. It's not very high tech compared to some of the things we're used to doing, but it reflects our wish to give you time to reflect, to think and to create. We hope that you fill the pages of the book with ideas and notes from the conference, keeping it as a reminder of the wonderful work of OD that we're creating together in the NHS.

During the conference please keep your phones and tablets out (although we do suggest you deactivate your email for the day... go on, be bold) and join in the conversation on Twitter using the hashtag #ODintheNHS, and follow us at @NHSE_DoOD

Enjoy the day, we hope you make the most of this fantastic opportunity to connect, share, learn and grow.

So before we begin, open your notebook and ask yourself... "What's my intention for today?"

We are Do OD

Do OD is a leading workforce programme delivered by NHS Employers in partnership with the NHS Leadership Academy. We came into being in February 2013 with a mission to help OD practitioners to connect, share, learn and grow.

It's hard to define Do OD. Some think of us as a network, others as a resource. We like to think we're both and more. We're inventors, curators, role models and helpers. We work alongside the OD community and we're part of it too. We scan the horizon and keep our feet firmly on the ground. We believe in OD. Our practice has the power to transform systems and organisations, unleashing the potential of the people who work in them. OD in the NHS should improve the experience of our patients and our staff in tangible ways. This is our challenge, and we will meet it head on.

There's fantastic OD work happening all over the NHS. We love to highlight and share examples where it's working really well and understand why. We like to make you think, giving you access to thought leaders from the OD world and beyond. Our thrice-yearly Do OD events have become a staple part of the community calendar and each of them offers different opportunities to learn and grow.

Our work is your work, our priorities are your priorities. We reflect what's happening in the system and hope to inspire, excite and enable you to do good OD. We are the helpers of the helpers and through our work we hope to help you feel more confident and capable in yours.

All of our tools and resources can be found at our website www.nhsemployers.org/OD and www.leadershipacademy.nhs.uk/resources/organisational-development – there's more details of those later in the document. We have a thriving OD network on LinkedIn which now has more than a thousand members. Think of them as a thousand brains pulsing with ideas. We encourage you to join the group, ask some questions or share your thoughts. If you love a bit of Twitter action follow us at www.twitter.com/NHSE_DoOD for up to the minute stuff. Our Do OD app has been incredibly popular so far (and our surprise update launching today is very exciting), so if you don't already have it you can get it from www.nhsemployers.org/DoODapp.

We are here for you, raising the profile of OD in the system and helping you navigate through the beautiful complexity of our world of work in the NHS. Our work is strong because you are part of it. If you'd like to be involved in our steering group or in any of the projects we're working on, just drop us an email to do.od@nhsemployers.org and we'll be in touch.

Thank you for supporting Do OD over the last two years. The future holds many challenges and we will rise to them together.

Paul Taylor, Karen Dumain and Rebecca Watts

Conference programme

- 9:00** Arrival, registration and exhibition
- 10:00** Welcome to OD in the NHS III: Forward Thinking Differ
- 10:15** Forward thinking: OD and the Five Year Forward View
- 11:15** Break, exhibition and networking
- 11:45** Thinking different workshops
- Building OD capability (Innovative room)
 - Culture change (Main room)
 - Systems thinking (Specialist room)
 - Integration (Dedicated room)
 - Evaluating OD (Energetic room)
- 12:30** Lunch
- 1:15** Changing voices
- 1:45** Thinking different workshops
- Building OD capability (Innovative room)
 - Culture change (Main room)
 - Systems thinking (Specialist room)
 - Integration (Dedicated room)
 - Evaluating OD (Energetic room)
- 2:30** Break
- 2:45** Keynote: Connecting to the source
- 4:15** Summary and close
- 4:30** Close



10:15 Forward thinking

OD and the Five Year Forward View

The NHS Five Year Forward View (5YFV) was published on 23 October 2014 and sets out a vision for the future of the NHS. It has been developed by the partner organisations that deliver and oversee health and care services, including NHS England, Public Health England, Monitor, Health Education England, the Care Quality Commission and the NHS Trust Development Authority. Patient groups, clinicians and independent experts have also provided their advice, to create a collective view of how the health service needs to change over the next five years if it is to close the widening gaps in the health of the population, quality of care and the funding of services.

The recently published *Five Year Forward View: Time To Deliver* is primarily a tool for managers. It looks at progress made to date towards delivering the 5YFV and sets out the next steps needed to achieve its ambitions in the immediate and longer-term future. The paper intends to kick start a period of engagement for the NHS, patients and other partners on how to respond to the long-term challenges and close the health and wellbeing gap, the care and quality gap and the funding and efficiency gap.

In this conference session we want to kick start some conversations in our own system about how the practice of OD in our organisations can help to respond to the challenges and close the gaps.

How are we going to do that?

We are using a method which is a hybrid of different philosophies. It's a mix of Future Basing and Solution Focused Coaching. We ask that you place yourself at

a specific date in the future - today we'll be imagining it's 15th July 2020 - where all your goals have been achieved. You're then encouraged to remember all the steps you took to get to your goal. This method helps to re-frame problems and start from a position of success rather than deficit. It's always better to admire the view from the top of the mountain than nervously look up, anticipating a rocky climb.

You might want to check out

- [The NHS Five Year Forward View document](#)
- [The NHS Five Year Forward View: Time to Deliver](#)
- [A video of Simon Stevens' speech to the NHS Confederation Conference 2015](#)
- [Future Basing Slideshow by Bill Phillips](#)
- [A short animation on Solution Focused Coaching](#)

Speakers

Angela McNab, Chief Executive, Kent & Medway NHS and Social Care Partnership Trust

Suzie Bailey, Development Director, Monitor

Liz Rix, Chief Nurse, University Hospitals of North Midlands

Karen Lynas, Deputy Managing Director, NHS Leadership Academy

Danny Mortimer, Chief Executive, NHS Employers

Facilitated by **Karen Dumain**, National Programme Lead OD, NHS Leadership Academy

11:45 Thinking different workshops

Our workshop sessions today are inspired by our top five priorities for 2015. The priorities were set following discussions with the OD community which really helped us understand what's on your agenda and where we might be able to assist.

Building OD capability

Exploring and developing ways to support OD practitioners to improve quality and capability in their OD practice, as well as widening participation in OD across the workforce by making access to OD resources and learning more easily available. Inquiring into the conditions that lead to confident practice. Investigating, curating, creating and publishing development opportunities for the OD community and allied professionals.

Culture change

Deepening our work on supporting organisational culture change through the development of case studies and stories of how NHS organisations are successfully embedding culture change. Identifying new resources and tools that will support trusts with their culture change efforts. Supporting practitioners via networks and opportunities to learn from each other. Follow up work with our ten NHS trusts who developed the culture change tool to explore how they embedded the learning in their organisations.

Systems thinking

Scoping the OD community's exposure to and experience of systems methodology and theory in order to support an increase in confidence and capability to work at a systems level using robust evidence-based research. Seeking examples of good practice to share with the broader community. Introducing academics and thought leaders to the NHS who can stimulate thinking.

Integration

Developing a programme of work on integration from the perspective of OD practitioners. Identifying the ask of the OD community; exploring how OD can support integration and integrated care. Curating and developing tools and resources that will support integration at an organisational and system level.

Evaluating OD

Supporting the creation of conditions and conversations that enable OD practitioners to see and measure the line of sight between OD practice and patient care. Working with the OD community to investigate the key questions surrounding impact evaluation, drawing on best practice and academic evidence of how to measure it. Creating a space to curate and create tools and resources.



Do OD top priorities 2015/16

Thinking different workshop

Building OD capability

Capability and confidence among OD practitioners has been a thread running through our work in the last two years. At our first OD in the NHS conference in 2013 the community prioritised OD capability as one of our top areas for action. That sparked the birth of a group we fondly termed 'The OD Capability Group' who set off on an adventure in November 2013. The group made two important recommendations. First that everyone needs a safe space to stay sharp and second that we need to inquire further into OD capability.

With support from three of the regional Leadership Academies we were able to carry out a three month project on OD capability, led by Kathryn Winterburn. Kathryn worked with our OD community to produce a research report which we are publishing today. We were amazed by the richness of the data gathered over the three months - over 100 pages, 50,000 words of your ideas, hopes and aspirations as well as a clear snapshot of what it's like to practise OD in the NHS in 2015.

In the current climate of the NHS, building OD capability is increasingly important. The ambitions set out in the Five Year Forward View are substantial. The complex quality and financial challenges require new answers. Supporting and helping OD practitioners to become more confident and capable will impact the organisations that they serve. Enabling OD practitioners to be better

equipped to support the rest of the system is a vital and intentional step toward tackling the complexity currently faced by organisations and the wider system. This responsibility is recognised by Do OD, local delivery partners and the Leadership Academy and our work on building OD capability is a means toward this end.

During this workshop we will do three things:

- tell a story of an OD practitioner's experience in the NHS
- share the headline findings of the OD capability report
- ask for your recommendations on next steps for this work.

Workshop facilitators:

Kathryn Winterburn, Head of Leadership, Yorkshire & Humber Leadership Academy

Richard French-Lowe, Workforce Development Manager, Camden & Islington NHS Foundation Trust

Resources and references

Download the [OD capability](#) report from our website.

If you'd like to be involved in this work going forward click [here](#) and send us your details.

Thinking different workshop

Culture change

In 2014 we worked with ten NHS trusts, working together to answer the question “How can we co-create cultures where compassionate behaviours are the norm?” We developed a brand new OD culture change tool together and launched it in the Do OD app last November. Since then culture change has continued to remain one of the most important areas of work for OD practitioners and one where we believe we can make a significant impact.

This workshop aims to connect our own development as change practitioners with the work we are currently engaged in. Using Theory U as a framework and journaling as a process, we will listen carefully to our own inner narratives and how they connect or disconnect with a current organisational challenge. The aim will be to grow our knowledge of self in relation to a specific organisational challenge and so become more confident and intentional in the work we do to support change.

During this workshop we will:

- hear from Gemma Kirk, North East Ambulance Service, about her experience with this model
- experience elements of Theory U as a tool to enable change
- practice journaling skills as a vehicle for professional development
- work on ideas for new approaches to culture change in your context.

Further reading, listening or watching

- Culture Change in the NHS: Applying the lessons of the Francis Inquiries
- The Do OD Culture Change Tool and App
- Culture of Care Barometer developed by NHS England and King’s College
- Royal College of Nursing Cultural Alignment Group
- Information on [Theory U](#) from the Presencing Institute
- [Video](#) of Otto Scharmer discussing Theory U
- An [interview](#) with Edgar Schein on the fundamentals of culture change

Workshop facilitators:

Gemma Kirk, Strategic OD Lead Culture & Engagement, North East Ambulance Service NHS Foundation Trust

Dr Stefan Cantore, Principal Teaching Fellow in Organisational Behaviour and HRM, University of Southampton

If you’d like to be involved in this work going forward click [here](#) and send us your details.

Thinking different workshop

Systems thinking

Organisational development is a practice with its roots in systems theory. OD professionals can use systems theory to diagnose issues and enable change in organisations and systems, but it's not always as straightforward as it might sound. We have prioritised systems thinking as one of our key areas of work, but to ensure we put our energy in the right places we will be using this workshop to hold conversations about systems thinking and what it means to you. We've already heard questions like:

- How do we find out the essentials of systems theory?
- What particular aspects of systems thinking should we be paying attention to?
- What's happening in the Vanguards and Devo-Manc as systems?
- Where could the OD community most effectively contribute to systems issues?

This workshop will give us space to think about systems and help us to shape some questions to take forward. You'll hear from Kash Haroon about his experience so far of Devo-Manc, and use the wisdom of the crowd to shape how we might support system change.

Workshop facilitators:

Mike Chitty, Head of Delivery, NHS Leadership Academy

Kash Haroon, Development Manager, Central Manchester University Hospitals NHS Foundation Trust

Further reading, listening or watching

- [Read](#) about the new care models Vanguard sites
- [What Devo-Manc could mean for health and social care](#)
- [The Art of Change Making](#) – fantastic free resource including information on Systems Theory
- [Organization Development: A practitioner's guide for OD & HR by Cheung-Judge & Holbeche \(Chapter 2 - five core theoretical bases\)](#)

If you'd like to be involved in this work going forward click [here](#).

Thinking different workshop

Integration

Integration is a theme high up on the list of many OD practitioners across the NHS. Supporting new models of care and workforce changes required to deliver the Five Year Forward View is complex...and exciting. We've done some initial work with Skills for Care and colleagues across the system to scope out some of the questions we have about the integration agenda. So far we're hearing things like:

- What influence can OD practitioners have on integration?
- How can we best support managers and staff involved in organisational change?
- What's happening with the Vanguards and Dev-Manc?
- How do we work with issues of power, autonomy and control in a system?
- What should the OD response be?

We've had a couple of national meetings with colleagues from across the system who have expressed an interest in taking this work forward, helping to shape some tools and resources for OD practitioners. We're not yet sure what the specifics are, and we'd like your help with that.

During this workshop you will...

Explore these issues in more depth, helping us to crystallise and focus our attention on key activity that would be helpful to you. Kim Sales from Birmingham Women's Hospital will lead the conversation, sharing her experiences of developing an OD strategy in an integrated system.

Kim will be joined by Jim Thomas from Skills for Care (morning session) and Kerry Furness of Norfolk County Council (afternoon session) who'll both contribute their perspectives, giving a view from outside of the NHS.

Workshop facilitators:

Kim Sales, Associate Director for Workforce, Education & Development, Birmingham Women's NHS Foundation Trust

Jim Thomas, Programme Head Workforce Innovation, Skills for Care

Jane Hanrahan, OD Consultant, Norfolk County Council

Resources and references

- Kim's [presentation](#) on Strategic Integrated OD
- Skills for Care Principles of Workforce Integration [Document](#)

If you'd like to be involved in this work going forward click [here](#) and send us your details.

Thinking different workshop

“How do we evaluate the impact of our OD work?”

“What’s the best way to demonstrate Return on Investment?”

Evaluating OD

Those are two of the most common conversations we’ve had since the birth of Do OD. Evaluation is on everyone’s mind. So it’s time to engage with the topic and do something interesting with it. We need to think differently about how to evaluate our work in a complex environment, showing how OD makes a difference to patient care.

The aims of this workshop are:

- to share some ideas from experience of evaluation at Guy’s and St Thomas’ as a lens for you to look at your own evaluation practices
- to experience a relevant intervention or technique
- to have a conversation tool to take away from the session
- to leave the session with increased capability in evaluating OD work.

You will experience a simple evaluation conversation tool that you can take away and use

back at work with your OD team. Its purpose is to support you to have better conversations with your clients around evaluation and help to clarify and agree on outcomes and evidence for your next OD intervention.

Workshop facilitated by:

Hendrika Santer-Bream, Change Manager - Organisational Development, Guy’s and St Thomas’ NHS Foundation Trust

Julian Burton, Director, Delta 7

Resources and references

- [Download](#) workshop slides
- [Download](#) the Visual Dialogue Tool
- Traeger, James, Underpinning OD Practice with Data: Using Data Wisely and Finney, Liz, and Hennessy, Jo, Measuring and Evaluating OD: Return on Investment? both in “A Field Guide for Organisation Development” by Ed Griffin, Mike Alsop, Martin Saville and Grahame Smith (2014)
- Developmental Evaluation by Michael Quinn Patton (2011)

If you’d like to be involved in this work going forward click [here](#) and send us your details.

1:15 Changing voices

“Intervening with the right ‘speech act’ at the right moment can catalyse a shift in thinking or action for everyone in the room”

David Kantor

Our after-lunch session will be led by a team from Practive. Their work with the NHS has ranged from team building and OD work with commissioner and provider organisations, to leadership development work with the NHS Leadership Academy and many individual trusts up and down the country.

Using a blend of evidence-based theory and experiential learning, they aim to create unique, innovative, creative interventions and this is a first run-out of a short, energising session that they are still developing.

Bringing to life the Four Player framework developed by David Kantor, Practive are offering a session that applies this model to an important current NHS context. When we are required to respond to this, the session will challenge us to ask how it is possible to shape our language and the structure of our dialogue to get people thinking differently and having effective conversations about the past, present and future.

Session designed and delivered by:

Jamie Ripman, Philippa Williams, Adam Woodroffe, Joel Greig

You might want to check out:

This short [video](#) of David Kantor introducing Structural Dynamics Theory

[Information](#) about David Kantor’s 4 Player Model

Find out more about Practive www.practione.net

“...when a team is capable of communicative competency, there is an exponential leap to effectiveness. By becoming more competent, the team accelerates its ability to define new outcomes...”

David Kantor

2:45 Connecting to the source

Organisational development is a field of practice with over 50 years of history to draw from. But we know from conversations with OD practitioners that we've all come to it from different places and a range of backgrounds. Our diversity is one of our great strengths. It does mean, however, that we can sometimes be disconnected from the roots of OD if we've come to it from another path. At today's conference we want to help everyone to connect (or re-connect) to the source of our practice. We are delighted that John Scherer and Amy Barnes will be helping us to do this.

In this session, John and Amy will take us back to the roots of OD practice via John's story of his work with the founders of OD - Kurt Lewin, Ron, Jack - and how their work and humanistic values shaped our field. John and Amy will focus on a key element of OD, Action Research, and take us through an experiential exercise to connect us to our future goals and our current experience. We'll do this through:

- developing questions
- gathering data in real time
- working with the data
- discussing implications and derivations.

John and Amy bring a wealth of experience and ideas to our conference.

Session speakers

Dr John J Scherer and **Amy Barnes**, Scherer Leadership International

Paul Taylor, Assistant Director – Organisational Development, NHS Employers

Things to watch

Action Research: High Engagement Performance Improvement [video](#)

Force Field Analysis: Fundamental principles for facilitating change [video](#)

A Breakthrough Process: Action Research in planned change [video](#)

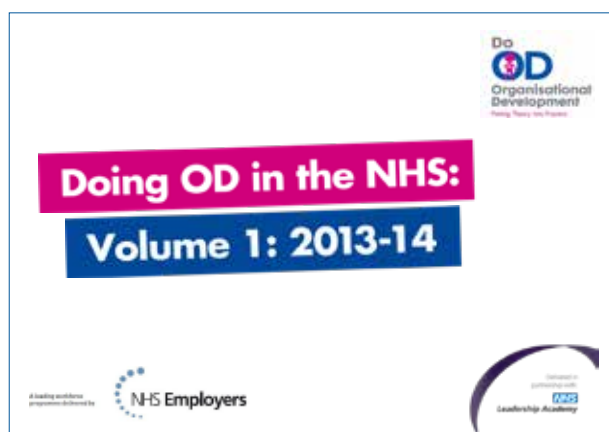
Further reading

- [Third Party Conflict resolution paper](#)
- [Key variables in the consulting process paper](#)
- [The Intervention Grid](#)
- [How do people change? paper](#)
- [Display and feedback in action research paper](#)
- [Action research model flow paper](#)
- [Stretching into our boundaries paper](#)



Do OD tools and resources

Do OD launched on February 27, 2013. In just over [two years](#) we've come a long way and we have ambitions to go so much further. We're really proud of the way the OD community has come together with passion and purpose to help each other in our work. Through this collaboration we have created and launched loads of great tools and resources. It's hard to keep up with them all, so here's a little guide to our favourites.

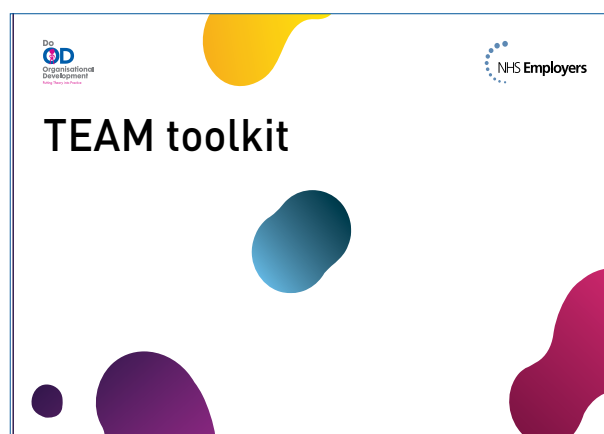


[Doing OD in the NHS: Volume I](#) is an anthology of OD resources created by our NHS OD community on themes including patient-centred OD, diagnostic tools, OD capability and much more.

Our ever growing podcast library including our monthly DoODcasts, highlights from our 2014 [OD in the NHS Conference II](#), a story of hope at [Bradford District Care Trust](#) and our first ever podcast from 2013 where we attempted to define OD in a [single tweet](#).

We've published over 60 [OD articles and blogs](#) including [Michael West's](#) Do OD Blogs, and [Mee-Yan Cheung-Judge's](#) popular seasonal blogs.

[TEAM Toolkit](#); downloaded thousands of times so far. Still one of our most popular resources a year after it was first published.



The illustrated [#Blogtober book of blogs](#) featuring over 30 OD themed blogs from our community (and pictures).



[Think Brighter](#) – resources for workforce transformation including case studies, space to think and our podcast with Educating Yorkshire's Jonny Mitchell.

Do OD tools and resources continued

Our library of [OD resources for CCGs](#) including a fantastic set of [OD diagnostic tools](#).

[Do OD app](#) and culture change tool – our first app including a brand new OD culture change tool developed with ten NHS trusts and Southampton University. We think it might be the world's first OD intervention on a smartphone! There's a guide to our app here and lots of culture change [resources](#) to go with it.



Material from our [Putting Theory into Practice](#) event with content from brilliant people: Cliff Oswick, Anne Clare Gillon, Linda Holbeche, Stefan Cantore, Mark Doughty, Maxine Craig and Cathy Meredith.

Our growing gallery of [OD Superstars](#) – NHS OD practitioners doing and sharing great work.

Remember [ODecember?](#) Our festive OD offerings that brightened up December 2012 are all still available online!

Have you been to the ODN Europe conference? It's a fantastic space to learn about current and emerging theory and practice. Four of our NHS colleagues [wrote up their experiences](#) of the 2015 event.

And finally you can watch a short [video](#) of Paul and Karen talking about their favourite Do OD resources. Surely a daytime chat show beckons?



Do OD is brought to you by

NHS Employers

NHS Employers keeps workforce leaders, HR practitioners and NHS managers up to date with the latest workforce thinking and expert opinion. Our practical tools and resources help you make sense of current and emerging healthcare issues, keeping you informed and equipped to support the NHS workforce with delivering high-quality patient care.

We deliver national staff-facing campaigns to promote and support health and wellbeing, equality and diversity, organisational development (Do OD) and compassionate patient care within the NHS.

Do OD is delivered in partnership with the NHS Leadership Academy to support NHS leaders, OD and HR leads in organisational and system-wide change in the NHS, meeting the challenges of the Five Year Forward view.

Find out more about how we support the NHS workforce www.nhsemployers.org

 @NHSEmployers



NHS Leadership Academy

At the NHS Leadership Academy, our philosophy is simple – great leadership development improves leadership behaviours and skills. Better leadership leads to better patient care, experience and outcomes. Our purpose is to work with our partners to deliver excellent leadership across the NHS to have a direct impact on patient care. We offer a range of tools, models, programmes and expertise to support individuals, organisations and local academies to develop leaders, celebrating and sharing where outstanding leadership makes a real difference.

We work in partnership with NHS Employers and proudly present Do OD – an initiative aimed to support leaders, OD & HRD leads and all staff to develop their organisations so they could meet the opportunities, challenges of the Five Year Forward View and the demands of our NHS system.



A word from our supporters

Mayvin

Mayvin, a specialist OD provider, supports people at all levels to master the complex realities of organisational life in order to make viable change. We stay focused on the benefits this brings to our clients, their customers and stakeholders, who all deserve quality services.

Mayvin specialises in:

- practitioner development and capability building for OD and HR professionals
- leadership development
- enabling organisations (and their people) to manage complex change sustainably.

Our extensive experience means we are called upon as faculty for some well-known providers in learning, such as Ashridge and the CIPD. Where we work directly with clients, we are freer to practise at the cutting edge of our field to deliver effective, innovative solutions.

Clients include NHS England, Guy's and St Thomas's NHS FT, Kent and Medway NHS and Social Care PT, Brighton and Sussex University Hospitals NHS Trust, Sodexo, the UK and Singapore Civil Service and King's College London.



Mayvin
people change

OPP

OPP is one of the UK's leading occupational psychology consultancies and have been working with major public and private sector organisations both internationally and in the UK for over 20 years.

We are the European distributor of the Myers-Briggs Type Indicator® (MBTI®) and other leading psychometric tools.

Having worked with the NHS for many years, we are fully aware of current policy and operating context and recognise the importance of continuous focus on people development, leadership and organisational culture to drive improvement and innovation. We are experts in fostering transformational behavioural change, from individual contributors to senior leadership teams. We help people, particularly leaders, to remain effective as their organisations evolve and change, help identify and support talent to 'step up', by reflecting on their strengths and development needs and work with groups and teams to build relationships and accelerate team performance.



Optimus OD

Optimus OD have expertise and a unique methodology for changing leader and employee mindset. NHS challenges and initiatives including new models of integrated care require a collaborative mindset. Our approach and skilled facilitators understand how to help teams and departments let go of blame, historic baggage and a silo mentality. From there we help to embed a mindset of collaboration and accountability enabling leaders and their teams to implement effect change with aligned goals.

The founder Alec Grimsley is a great believer in the value that the NHS brings to the UK and has worked with the NHS for 11 years. Facilitating and developing 5 NHS executive teams including many NHS trusts, PCTs and now CCGs. Over 6,000 NHS leaders have attended his workshops and Alec's book 'Vital Conversations' reached number 1 in the leadership category of Amazon (UK).



Practive

Practive is a consultancy that specialises in the practice of leadership. This means that at the heart of all of our interventions is a passion for understanding and developing in ourselves and others the knowledge, strategies, behaviours and mindset of leadership that enables the shift from concepts and theories into practice and action.

We take our name from a word that has long been lost from everyday use:

pra-ctive, a. (sb.) late ME. [f. stem pract- in PRACTIC + IVE, after active, etc.]

1. a. Devoted to practice or action - 1610.
b. Adept, skilful, dextrous - 1594.

(Shorter Oxford English Dictionary)

Our focus is on the development of practical skills and behaviours. One view of leadership is that it happens 'one conversation at a time' and at the heart of our work is a focus on how we communicate and the impact and influence we have on others.

practive

Scherer Leadership International

Scherer Leadership International help leaders transform themselves and their organisations by building relational and change capabilities.

We focus on the intersections between the individual, group and the organisational context and are most effective at engaging and galvanizing individuals and groups in active change. Our unique leadership deep dive, The Leadership Development Intensive (LDI) based on the book 'Five Questions that Change Everything' is a global programme that has been running since 1987, with alumni in 30 countries.

Our Principals, Dr. John J Scherer and Amy Barnes, bring a depth of experience from the roots of organisation development and a breadth of experience from private, public and non-for-profit sectors. They have with them a network of highly experienced coaches, change facilitators, leadership development and functional specialists in Europe, USA, New Zealand and Canada. They currently operate out of Poland where they are pioneering OD Consulting.



SCHERER
LEADERSHIP INTERNATIONAL
TRANSFORMING THE WORLD AT WORK

Tavistock Consulting

There are many hidden dynamics to organisational behaviour. Tavistock Consulting can help you make sense of the unspoken and complex areas in your organisation – to understand ‘what’s really going on’.

We work under the surface to tackle the hard to reach issues that are limiting the performance of organisations, teams and leaders. This approach can help make changes that last and deliver long-term performance improvements to organisational development and effective leadership.

Consultancy

Our consultants will help you focus on the relationships between individuals, their roles, the work of your organisation and the environment in which it operates. This in turn can help you manage change to safeguard care and improve services amidst the ongoing pressures on the NHS.

Training

We train others in organisational consultancy to Masters and Doctoral levels, and executive coaching to senior practitioner status (accredited by the European Mentoring and Coaching Council).

Tavistock

CONSULTING

Think Associates

At Think Associates Ltd we specialise in technology for organisational learning and development, with a particular focus on the NHS. We have over 15 years of experience of delivery of high value and high impact projects across the NHS and are currently working with over 20 trusts country-wide.

We're particularly interested in talking to you about smart technology to help people lead, connect and learn. No hard sell, we'd love to hear about your experiences and challenges as we work with trusts to think beyond OLM and towards modern social learning.

We're at this exhibition to learn, share and build stories. If you also want to see what we can offer, then stop by our stand to see:

- Totara LMS – the popular learning management system/virtual learning environment specifically configured for the NHS.
- Totara Social and ThisWorkedWell – two social learning/connectivity tools to help organisations improve their organisational learning and knowledge management.



Think...what you could do

Thirsty Horses

Thirsty Horses has developed and delivered a completely new way of thinking about workforce and people management that incorporates Performance, Appraisal and Learning – all embedded into one platform 'WorkPAL'. We have taken the over used word 'empowerment' and made it real, enabling organisations to:

Engage

- Engage staff by using social networking principles to ensure they take responsibility for, and lead, their own performance/development – therefore harnessing their day-to-day ideas and innovation.

Align

- Communicate and align staff with the organisation's values, behaviours and priorities.
- Align specific personal development interventions to specific individuals based on their needs and their (for example) pay band, job type etc to reduce waste, increase return on investment.

Measure

- Provide real-time performance data/reports that can be exported/interrogated for organisational, and patient advantage.
- Truly embed and monitor culture change.
- Evaluate L&D options to ensure return on investment.



Tricordant

Tricordant is a whole systems consultancy specialising in Organisation Design and Development with specific NHS expertise. Within OD&D we particularly focus on Strategy & Accelerated Transformation, Analysing & Improving Complex Systems and Mobilising & Organising for Leadership.

We are currently asking NHS organisations the question “Why aren’t agency staff working for you?” Much attention has been focused on costs and the role of procurement, but is it really that simple? The question of why people prefer to work for an agency rather than directly for a hospital is generally ignored? We think the issue of agency staff is as much about people as costs and that it is unwise to focus on one at the expense of the other.



TRICORDANT

Contact us

For more information on how to become involved in our work, email
do.od@nhsemployers.org

www.nhsemployers.org/OD

www.leadershipacademy.co.uk/resources/organisational-development



NHSE_DoOD



NHS Organisational Development and Change



www.youtube.com/nhsemployers

Written by Paul Taylor and Karen Dumain.

NHS Employers
50 Broadway
London
SW1H 0DB

NHS Employers
2 Brewery Wharf
Kendell Street
Leeds LS10 1JR

The NHS Leadership Academy
The Embankment
Sovereign St
Leeds LS1 4GP

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