

Putting People First

(These notes describe the Mobius© process as used in the context of PPF. Similar processes are in use relating to a range of agendas where differing points of view need to be brought/together for success.)

The process is adapted or expanded as appropriate for each authority. While supporting the real exchange of ideas, the meetings are highly structured and facilitated by skilled professionals. To develop internal capacity and sustainability internal facilitators can be trained to guide the process by working with the Mobius facilitators and taking the Mobius Facilitator Training.

Dialogue for understanding and identification of a shared positive vision between Senior Managers/Leaders, Staff, People Who Use Services and Carers.

Mobius facilitators meet Senior Managers to understand their point of view re. PPF and make proposals for stakeholder engagement. The process proposal is likely to include the following set of meetings.

1. Key Stakeholder Focus Groups:

Staff, People Who Use Services/Carers, 30-60 of each group. Participants should be drawn from a cross section that includes the key powerful voices including those that are negative and could block positive momentum. *(There are benefits from having the same participant stakeholders at each stage and this expectation is made clear at the outset.)*

Purpose:

- Facilitators listen to understand each stakeholder's point of view. Participants have the experience of being respectfully understood in these focus groups.
- Stakeholders invited to participate in the Multi Stakeholder Dialogue will understand the Dialogue process, commit to participate fully and bring other stakeholders as needed.

Logistics:

- 8-10 participants seated in circles, with a chair for the facilitator(s).
- Two flipchart stands with paper, two colored markers – one chart labeled "What's Working/Keep" the other "Future Results".
- 1.5 hours for the interview.

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Process:

- Facilitators introduce themselves, set the scene re PPF as appropriate to each Authority and ask the following two questions:
 1. ***Given that this change is coming to social services, what is currently working well in social care from your point of view that you want to keep?***
 2. ***What would you like to see added in the future that is currently missing?***
- Participants introduce themselves.
- Go around the circle asking each participant in turn both questions though there is no requirement that they answer both. Request that additional comments be held until each person has had the opportunity to answer both questions.
- The facilitator listens to each response and tells the speaker what they understand to be the speakers' point of view. When the speaker affirms they have been understood, the facilitator writes their point on the appropriate flipchart. Skilled facilitation is required to transform statements about what is wrong into statements identifying **positive possibilities for the future**.
- When each person has been understood once, others may join in open dialogue. The facilitator continues to record key points as appropriate.
- At the close, the facilitator thanks the group for participating and invites any question they may have about the upcoming dialogue process.

Service User/ Carer Focus Group Example:

Miriam, a young woman with Down's Syndrome, was keen to register her views. Miriam, supported by her mother, had tried before in many ways to have her point of view understood by the Council. She wanted her level of ability and her desire for greater control over decisions about her life to be recognised and respected. It was clear that she and her mother were frustrated by their previous attempts to communicate and they arrived at the focus group interview with little hope that anything would be different. The focus group experience began with the facilitator 'listening to understand' each participants' point of view, one at a time, on the two interview questions. The facilitator listened intently to Miriam and then said back to her what he had heard and understood. Miriam's face lit up as she realised that she had been respectfully and correctly understood. Her mother visibly relaxed and sat back in her chair. Miriam's point of view shifted from what was wrong with the services she was receiving to the positive possibility she envisioned for taking more control and responsibility for her life, including managing her own money, cooking for herself, and going to the cinema. Miriam's positive ideas were recorded on a flip chart and she and her mother were delighted to hear that the views would be shared with Managers and staff. Miriam and her mother agreed to be active participants in the multi-stakeholder dialogue and to speak positively about the dialogue process and the possibilities from PPF to others in the community.

Staff Focus Group Example:

Two facilitators found themselves working with two separate groups of staff that worked in day services for people with learning disabilities. The facilitators anticipated that some of the concerns of these groups would be with the potential loss of their jobs but were pleased to hear that in both groups staff's primary concern was with the well-being of those that they cared for. They were passionate about wanting a better future for people who use services. 'I would love to see Joe able to go fishing sometimes instead of coming to daycare every single day. It would mean the world to him.' 'If there were ways for the ladies to go shopping more often they would be delighted'. Of course, the staff had concerns as well: supporting parents/carers to 'let go', allowing their sons and daughters to take risks, to grow and develop independence. They also had great concern about the future protection for people who use services where necessary. In both focus groups the final comment about the future was recognition that their current roles might cease to exist. Yes, they had anxieties about their jobs but their enthusiasm and interest in the well-being of the people they work with was clearly uppermost in their thinking and they had many ideas about how PPF could make a great contribution.

2. Senior Managers/Leaders meeting:

All Senior Managers in preparation for the meeting with their Staff to prepare for the Multi-Stakeholder Dialogue.

Purpose Opportunity for Senior Managers to:

- Understand their Staff's viewpoints.
- Practice reflecting back their understanding of Staff viewpoints.
- Understand and prepare for their important leadership role in the dialogue.
- Prepare a shared point of view about PPF in the future that they will share in the dialogue.

Logistics:

- Entire Senior Management Team participates.
- Half-day.
- Off-site, in comfortable setting, soft seats in a circle, flipcharts and pens.
- Flipcharts from the Staff focus groups posted around the room.

Process:

- Agenda, Check-in, Process overview and Updates.
- Senior Managers listen to understand as facilitators present the Staff's point of view from the flip charts posted around the room.
- Senior Managers say what they hear and practice reflecting their understanding so that they are prepared to speak it to the Staff at the next meeting with them.
- Senior Managers create the vision of success for PPF that they want to share at the next meeting with the Staff. The vision for PPF is a clear, simple, engaging story/vision of possibility that senior managers will 'hold lightly' (i.e. be willing to change) as they hear responses from Staff and other stakeholders.

3. Senior Managers meeting with Staff:

Senior Managers and the 30-60 Staff that participated in the focus group interviews.

Purpose Opportunity for Senior Managers to:

- Let the Staff know that they understand their point of view and demonstrate listening for understanding.
- Present their shared vision of success for PPF in their authority.
- Understand Staff members' evaluations of the vision.
- Hear the points of view from People Who Use Service/Carers' focus groups.
- Prepare to present the points of view of People Who Use Services/Carers at the Multi-Stakeholder Dialogue.

Logistics:

- Entire Senior Management Team.
- Half-day.
- Off-site, in comfortable setting, soft seats in a circle, flipcharts and pens.
- Flipcharts with Staff points of view from the focus groups posted around the room.
- People Who Use Services/Carers' flipcharts to be posted later in the meeting.

Process:

- Agenda, Check-in, Process Update.
- Senior Managers present the Staff's point of view as they heard it from the facilitators.
- Staff confirm or add additional perspectives (as Senior Managers continue to listen).
- Senior Managers present their story/vision of success for PPF.
- Staff respond to the vision: What works about what they heard and how it was told and, what additions would they make?
- Overview of the agenda and purpose of the Multi-Stakeholder Dialogue with Staff, People Who Use Services/Carers and Senior Managers.
- Senior Managers and Staff listen to understand the points of view of People Who Use Services/Carers as presented by the facilitators and from the focus group flipcharts.
- Staff preparation for presenting the points of view of People Who Use Services/Carers at the Multi-Stakeholder Dialogue.
- Evaluation of the day.

4. PPF Multi-Stakeholder Dialogue:

Key stakeholders: Senior Managers, Staff, People Who Use Services and Carers, 30-60 of each from previous focus groups.

Purpose Opportunity for all stakeholders to:

- Reach mutual understanding of their differing points of view about what is currently present that they want to keep in the social care services in their authority and what they would like to see added in the future.
- Discover common ground for working together collaboratively to see that PPF is a success in their authority.
- Plan immediate next steps to move forward effectively.

Logistics:

- 130+ total; Staff, Senior Managers, People Who Use Services and Carers.
- One day: 9:30 coffee, 10.00 – 4:30.
- 18-19 circles, 7 people in each, some circles will have managers as one of the seven.
- Additional chair in each circle, for small, 'tabletop' flip-chart, two markers (no tables in circles).
- Some chairs to one side for facilitators and managers (when presenting).
- Participant agendas on each chair.
- Handouts A-C under the chairs, D & E handed out later.
- Three movable microphones.
- Two flipchart stands with paper, markers, tape to hang papers.
- Props for Vision sketches.

Process Multi-Stakeholder Dialogue for PPF:

The design and facilitation of the dialogue process, customised for each authority, is highly structured and includes many prepared handouts to guide the participants in experiencing respectful and productive dialogue. In the afternoon Action Circles are guided in their work of making proposals for measures of success and action plans for the PPF priorities agreed to by the whole assembly in the morning.

5. Multi-Stakeholder Dialogue Follow-up Meeting:

Senior Managers and the Staff that participated in the multi-stakeholder dialogue:

Purpose Opportunity for Senior Managers and Staff to:

- Explore their mutual learning from the Multi-Stakeholder Dialogue.
- Acknowledge the current range of positive work to move PPF forward (from both Staff and Senior Managers' perspectives).
- Identify 'challenging possibilities' that could enhance and/or accelerate future developments.
- Agree to action plans, where appropriate, and any additional proposals including plans to expand and deepen the PPF dialogue with other stakeholders.

Logistics:

- Entire Senior Management Team and participating Staff.
- Half-day.
- Comfortable setting, soft seats in a circle, flipcharts and pens.
- Appropriate flipcharts from the Multi-Stakeholder Dialogue.

Process:

- Explore the experience of the dialogue and the learning.
- Plan to move the Key Priorities forward.
- Deepen and expand the stakeholder dialogue.
- Evaluate the meeting and the PPF dialogue process to date.