

Making decisions & acting wisely



What is Making decisions & acting wisely?

As a learning organization we are continuously learning and making improvements, sometimes quickly, so that our services are safe, we fulfil our promises and innovate. This means that everyone needs to know how to spot an opportunity or a problem, take the initiative and do something about it.

We use the Advice Process to ensure the decisions and actions we take are wise and look after all the interests of the people we serve and the organisation.

Seeing it in action

You can find colleagues in CSI and Circus who do this well.

Contact them to arrange a chat

Training in the practice

You can access introductory and refresher training.

Contact the Circus team to discuss training

Learning resources

This document and related worksheets offer an introduction and learning reference for 'Making decisions & acting wisely' practices.

See overleaf to read more

How we do things 'round Here

At Here we have some key practices and ways of working that support us to realise our purpose to create more possibilities for care in every moment.

They are a set of practices for developing our work together, sharing information, supporting ourselves and others and making good decisions.

They are the gathered experience and expertise from across the organisation and are practical resources and training for:

- Recruiting
- Onboarding
- One to ones
- Meetings
- Courageous conversations
- Making good decisions and acting wisely
- Creating impact together

Speak to the Circus team to find out more

How we make decisions and act wisely at Here

At Here we use the Advice Process to help our decision making. Anyone can use this flow of steps to help make decisions and then act wisely on them. The importance of any step may vary depending on the situation, but they are always a useful way to check the quality of our thinking and actions.

1.

Is there an opportunity or decision here?

We notice something or a gap between what is and what could be. We pause, consider and choose whether to act.

2.

Clarify intention or purpose

Be clear on why you are raising the issue or seeking to make a decision.

3.

Seek advice

Gain the input of experts, those with responsibility in the area you are addressing or who would be impacted by the decision.

4.

Decide mindset

Be aware of how you are approaching the situation. The most effective mindset for solving a problem is to be clear on your intent, listen to all the advice and devise an elegant solution.

5.

Listen, reflect & respond

Take the time to listen and reflect on the advice you have heard and create a way forward that honours both your intention and the input of others

6.

Share learning & outcomes

Record the advice process, your reflections and the outcome. Go back to the people who shared their advice, tell them what you learnt and what you intend to do

7.

Predict, test, learn

Making a decision is not enough in itself to create change. Use the information you have gathered in your advice process to identify a small, defined experiment to test your solution out

Making decisions and acting wisely where you are

These questions can help to develop your thinking.

1. Is there an opportunity or decision here?

- Am I making a decision?
- In deciding not to act am I aware that I am in fact making a decision?

2. Clarifying your intention or purpose

- What is your purpose or intention in raising this issue?
- What are you hoping to achieve?
- What help do you need to reach clarity on the purpose or intention of raising this issue? Who might help you get clear about this?
- What would success look like at the end of the process?

3. Seeking advice

Seek advice from:

- Those who will be affected by your decision. The more people who are affected the more people you need to seek advice from
- Those with experience, responsibility or special expertise in the decision area
- Who else could you seek advice from to ensure your decision is wise and looks after all the interests of the organisation?

You can get advice in any number of ways from chats to team meetings or online surveys

Mapping your process

- Articulate your intention and your next steps.
- Which individuals, teams or groups do you need to consult and in which order?
- Do you need to speak to Budget Holders? Middles? QUASAR? Or does this just affect your team?

4. Deciding your mindset

- What's the mindset you are going to take to help you to make a wise decision?
- Are you going to consult and decide anyway? Is this in your gift?
- Are you going to listen to the differences in opinion and make your own decision? Weighing up the pros and cons?
- Are you going to listen to all the issues and co-create an elegant solution?

5. Listen, reflect & respond

Take in and document all the advice and reflect on it so you can devise a solution that you can test out. The process normally enables you to see possibilities that you didn't know existed.

6. Share your learning & outcomes

- How will I record my advice process, reflections and the outcome?
- How will I share my learning and next intentions with the people who shared their advice?

7. Predict, test, learn

- What do I predict will happen if I make this change?
 - How can I test this on a small scale and for a short time so I can quickly learn?
 - Evaluate the test and decide your next steps. Extend or expand the experiment or try something else?
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How others at Here make decisions and act wisely

These examples show how other at Here have used the advice process in their work. They show how the process can be adapted to different situations. **Why not ask the team to find out more?**

Getting more people to email letters to patients rather than post

- Anita Yates, SMSKP Admin team

1. Anita Yates spotted an opportunity to increase the number of pt letters being sent by email rather than post.
2. We wanted to provide a better/more efficient service to pts, increase safety (known issues when we handle paper), save money which could be used to improve service
3. We sought advice from those who would be affected - all PCAs who sent letters, TAs, and from the team manager.
4. Knowing that people were seeing this change, we began with the mindset to invite collaboration to help create a solution to make it happen.
5. We took it to all the admin team meetings, showed the existing process mapped out with its problems and then mapped a better one with associated safety benefits and cost savings. We listened to and understood what needed to be in place in order to make this happen across the whole service (for example training on how to add a patient email address to the patient record)
6. We shared what we learnt and what we now understood was preventing this from happening. We set out the plan for training and supporting everyone to ask for email addresses.
7. We decided we should move this forward and implemented the plan we had set out and now it is routine in pt conversations to ask for email addresses and to send letters that way whenever possible.

Repurposing the entire organisation to become Here

- Paul Macauley, Circus team

1. Paul was part of responding to an organisational need to revisit the purpose of BICS, what Here formerly was.
2. We wanted to understand and articulate the collective ambition of the people working at BICS for the difference they wanted to make in the world.
3. We sought advice from over 300 members of staff and stakeholders, using group discussions, individual conversations and surveys to understand what mattered to them in the work they do for those we serve.
4. We adopted the mindset to listen to all the contributions and co-create an elegant solution.
5. Working with facilitators, we shared back the to a cross-organisational project working group. The group considered the possible solutions to creating a new statement of purpose for the organisation
6. We recorded the whole process through photographs, recordings and written summaries of findings. We communicated back our progress and decision making to participants through email updates/
7. We created and tested iterations of a new organisational purpose, first through the project working group, then through the CEO responsible for connection to organisational purpose and finally through company shareholders, where our new organisational purpose 'Care unbound' was adopted and BICS became Here/