Working Locally.

avivo

Liked. Learned. Lacked. Longed for.

The Four L's
A reflective collection of
team feedback

Where did this all come from?

In the spirit of supporting the resilience and bravery of our people, we created an opportunity for individual and group reflection and discussion.

- We met with individuals and team members across NBS, NRR, WBS & WBT.

- Then adopted **4 L's** approach – Liked, Learning, Lacked and Longed For

- It's a simple, consistent approach which individuals can use going forward

- We summarised the findings to share here

What we liked.

✳ Proving the concept works and achieving positive outcomes for employees and customers

✳ Team feeling/ethos, more connected, working together, enjoyed getting to know each other

✳ Feel a lot happier, respected, confident and comfortable sharing vulnerabilities/success

✳ The passion that people brought with them to make it work

✳ Opportunity to learn and grow

✳ Permission and opportunity to give new things a try, take ownership – adapt and improve

✳ Autonomy to make our own decisions, organise rosters, cover and distribute tasks/support

✳ Access to information, learning, knowledge sharing

✳ Feel empowered, better equipped to answer questions, more responsive, better service delivery

✳ Dealing with a range of tasks, issues & supports

✳ Spending less time travelling, stuck in car and more time supporting people

What we learned.

✳ Communication is key to success

✳ Needed direction and guidance in initial stages

✳ Recognise/respect individual journey, all different

✳ Takes time to build team, getting to know each other, build connections

✳ Need to be careful when moving staff ensure they don't lose hours, "choice & control" for staff

✳ Needed to be flexible, adapt to each others style, recognise differences and use gifts/skills

✳ Success happens when:

- everyone works together, pulling in same direction

- have a shared vision that everyone buys in to

✳ When things aren't working, communication stops, "team goes quiet" – need to reflect/refocus

✳ Ask questions, take responsibility, be accountable to find the answer

✳ Access to the right information to be efficient

✳ Need to build in capacity to develop team

What we lacked.

✳ Support

- Training and Access to information/systems (some teams expected to Roster without access to YL)

- Understanding of processes, funding, knowing who to ask, where to seek information

- Clear expectations of team, boundaries and scope

- Direction as to how we were to progress, left to it

- Knowledge & experience with admin e.g. group supervision, support planning, composing emails

✳ Transparency – information not given to the full team which caused confusion and tension

✳ Limited (or no) opportunity to be included in to decisions impacting on team, not reflective of WL

✳ A clear starting point and plan, where to begin?

✳ Recognition – feels like we are doing what is being asked but nothing else is changing

✳ Process and some practices still hierarchical, need for sign off/approval by "manager"

What we longed for.

✳ Communication

- Changes within the team, what, why & timescales

- Help us to understand

- Clear, consistent message

✳ Roles

- Clarity & boundaries

- Clear expectations & scope

- Permission to make decisions without hierarchical sign off

✳ Support

- Direct access to information, tools, training & systems

- Practical application, walk me through, 'go to'

- Network of peers, opportunity to share knowledge

✳ More time & support to help us to work through challenges

Recommendations.

✳ Building more detail in to transition plan to set up for success:

- Support guidance

- Access to information

- Planning and comms within the area/team about changes and updates

✳ Change management focus – there are some basics we are still getting wrong which are easily fixed

✳ Clarity around what tasks teams will be doing e.g. is it phased? Will everyone be rostering and managing leave initially or are they doing everything?

✳ Focus on reviewing and redesigning processes – identifying barriers e.g. layers of approval, historic practice and breaking them down where we can.

✳ Explore opportunities to build networks across teams and organisation

Notes

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Shaping the future Avivo with better outcomes.