

The Centre for Public Impact Playbook

Version: October 2019

This internal “playbook” is a continuous work on progress. We are sharing it in the hopes that other organisations may find it useful, despite its imperfections. Links to other internal documents and a small number of sections have been removed. Do get in touch with us on info@centreforpublicimpact.org if you want to know more about this playbook.

Welcome to CPI’s Playbook. Here you will find comprehensive information about the way that we work together, including information on how we are structured, how we make decisions, and how we develop and grow. You will also find links to [useful policies](#) and signposts to further reading if you would like to learn more.

Everything that we do is underpinned by our team agreements, a set of principles for working together which we devised as a team. We start the playbook with an outline of these, together with a brief introduction to what working in a self-organised way means at CPI.

Taking inspiration from Aaron Dignan’s book, [Brave New Work](#), the rest of the playbook is structured around a 12 dimensional framework called the Operating System Canvas. By using this framework, we structure our description of how we work and the underlying principles in a meaningful and comprehensive way.

The canvas is, however, not mutually exclusive or comprehensively exhaustive framework. Rather, these are overlapping and interconnected areas.

Table of contents

Table of contents	2
How we work / Cornerstones	3
Team agreements	5
Purpose & Values	6
Authority	6
Three decision-making areas	7
1) Decisions related to our roles:	7
2) Decisions related to Key Results (KRs):	7
3) Everything else:	7
Different decision-making methods	8
Structure	10
The team	10
CPI Global Team	10
CPI North America	10
“CPI Worldwide”	11
Key Result (KR) teams	11
Communications and Programme teams	11
CPI Leadership team (now retired)	11
Progression Committee	12
CPI Board of Trustees	12
CPI Fellows	12
CPI People’s Panel	12
Individual roles	12
Confirmation practices:	13
Strategy	15
Objectives and Key Results process	15
Resources	17
Innovation	18
Workflow	19
Communications and Marketing Policies and Resources	19

Preparing external events (including labs and trainings)	20
Programmatic Policies and Resources	20
The Observatory	20
Research	20
Engagements	22
Meetings	23
Information	24
IT and how we communicate	24
CPI Terminology and Acronyms	24
Membership	26
Recruitment	26
Recruiting new team members	26
Hiring short-term contractors	27
Onboarding	28
Mastery	29
“Left Horse, Right Horse”	29
Feedback	30
“Magic time”	32
Career progression	32
Professional Development Budget	33
Mentor role	33
“Teach-ins”	34
Wellbeing	34
Compensation	36

How we work / Cornerstones

We work in a self-organised way, which means:

- **Collective Alignment:** We collectively determine what we work on using the Objectives and Key Results (OKR) process
- **Individual Autonomy:** We individually have the freedom and responsibility to use our skills and judgment to serve CPI's purpose by choosing which KRs to work on, which roles to play
- **Challenge and Support:** Instead of traditional "line management" we each have a buddy (someone who challenges and supports us) and a mentor (someone who provides advice and guidance in the context of our broader career trajectory)
- **Consent:** We make decisions through the informed consent of those impacted by the decision
- **Transparency:** We 'default to open' when it comes to sharing data, information, knowledge, and insights

Team agreements

1. We foster a warm and fun environment, whilst being kind to each other and looking out for each other's wellbeing
2. We take time to reflect on how we work together, our impact and purpose, and constantly try to improve.
3. We collectively define and shape what we want to achieve together and steer our individual efforts towards that
4. We are aware of our impact on others and the commitments we have made - and renegotiate them actively where necessary
5. We trust each other to make fair decisions about what we work on, where we work on it and when we do it
6. We value a diverse set of skills, backgrounds and ways of working and seek to make the best of everyone's unique abilities and experiences
7. We clearly communicate what we need from each other and take ownership for understanding how we each do our best work
8. We appreciate feedback and share and receive it in a timely, sensitive, thoughtful way

Purpose & Values

How we orient and steer

Our purpose: Reimagining government so that it works for everyone.

Our vision: A world where all governments are effective and trusted to work for everyone.

Our mission: At the Centre for Public Impact, we understand that government needs reimagining. Believing that governments can and want to do better for people, we work side-by-side with governments – and all those who help them – to turn ideas into action and bring about better outcomes for everyone. We champion public servants and other changemakers who are leading this charge and develop the tools and resources they need, like our Public Impact Fundamentals, so we can build the future of government together.

Our values:

We are...

courageous - we have the courage to speak the truth, to challenge without fear and tackle the difficult questions

respectful - we respect differences, we seek to understand them and we look out for one another

optimistic - we are positive about what we and governments can do for our societies

inclusive - we are non partisan, we work together and seek ideas and solutions across the divides

Authority

How we share power and make decisions

Three decision-making areas

We have three decision-making 'areas':

- 1) Decisions related to our roles
- 2) Decisions related to Key Results (KRs)
- 3) Everything else

1) Decisions related to our roles:

Substantive decisions: For anything that is in our 'domain' because of a role that we have we make the decision on our own. This, of course, does not preclude us from seeking advice from others.

Financial decisions: If our decision-making domain includes a budget then we can make decisions up to that amount on our own.

2) Decisions related to Key Results (KRs):

Substantive decisions: KR teams are empowered to make all decisions related to their KR. It is up to each KR team to decide *how* they want to make decisions within the KR.

Financial decisions: For financial decisions every KR team makes all decisions up to a total of £3000 per quarter. Financial decisions above that amount go to the entire team. For decisions where it is not clear whether they need to go to the team (e.g. because we are only a bit above the £3000 initial budget) Lena is empowered to decide whether it needs to go to the team or not.

3) Everything else:

Substantive decisions: There will be decisions that aren't related to our roles or to a specific KR (e.g. "big picture" decisions around the direction of our research efforts). For those decisions there is no pre-defined decision-making mechanism. We use our judgment to know which decision-making method (see below) is appropriate and communicate our intent and our actions clearly.

Financial decisions: We are all empowered to spend up to £100 by using our best judgment (for example: a book for the CPI library, other small and sensible purchases). This isn't for things that would properly belong in either a KR budget or your Professional Development Budget. Any spending decisions beyond £100 go to the entire team.

Different decision-making methods

Procedure	What it means	Where it might be appropriate	Where it might not be appropriate
<i>Autocratic decision-making</i>	You decide by yourself More details: https://thedecider.app/consent-decision-making	Decisions related to our roles, Financial decisions below £100 (in the "everything else" category)	Everything other than decisions related to our roles
<i>Consent process</i> <i>("is it safe to try?")</i>	Consent means the absence of objections. Similar to consensus, consent invites group participation in the decision making process. But instead of granting each member the power to mold the proposal in pursuit of a compromise, consent urges the group to accept a "good enough" solution. After a formal decision making process, a decision is ratified when there are no meaningful or "paramount" objections. (Source)	KR decisions, Everything else	-
<i>Advice process</i>	You make a decision after seeking	KR decisions,	-

	<p>advice from 1) everyone who will be meaningfully affected, and 2) people with expertise in the matter.</p> <p>(Source)</p>	Everything else	
<i>Consensus</i>	<p>Consensus decision making asks everyone in the group to shape the decision until a compromise is reached that reasonably satisfies everyone.</p> <p>(Source)</p>	Certain “everything else” decisions, Progression committee decisions	
<i>Majority vote</i>	<p>More than half of the team agree with a given proposal</p>	<p>Financial decisions above £3000 (for KR) or above £100 (for anything < else)</p>	

Structure

How we organize and team

The team

CPI Global Team

You can find all the members of the Global Team, including their profiles, on our [Onboarding Trello board](#).

We all belong to the Global Team. We meet as a Global Team for one hour on a bi-weekly basis. Ahead of the meeting, everybody is invited to add agenda items to the spreadsheet linked in the calendar invite. Agenda items can be matters that require a discussion and/or a decision by the global team; or they can be for information purposes too. The meeting is also an opportunity to provide the team with financial updates.

We also meet as a Global Team to set and finalise OKRs each quarter, as well as for meetings relating to strategy.

CPI North America

Our North America office, based in Washington, D.C., was set up in 2017 to help launch the [Mayors Challenge](#) with Bloomberg Philanthropies. Since then, the team has grown to ~12 full-time employees who work across three programmatic areas:

- City Innovation - Tackle complex problems by working with city leaders to research, test, and scale new strategies
- Economic Mobility - Promote well-being and addressing the cause of significant political and social unrest in the U.S.
- Legitimacy - Restore the relationship between governments and the people they serve

[...]

“CPI Worldwide”

“CPI Worldwide” refers to everyone who works at CPI, and includes CPI global and regional teams (this avoid confusion between “Global”, which refers to the “Global team” and “worldwide”, which means “everyone”).

Key Result (KR) teams

We work in Key Result (KR) teams on a day to day basis, with our experience and expertise spread across them in a way that works best for achieving our organisational objectives, whilst also reflecting individual interests and strengths. KRs are determined jointly each quarter, followed by the opportunity for each individual team member to sign up to whichever KR most interests them and most needs their particular expertise (see [Objectives and Key Result Process](#)).

Communications and Programme teams

Before moving to a model of self organisation, we had two core teams: the Communications team and the Programme team. Although we no longer operate in these teams on a day to day basis, we do still meet on a semi-regular basis as Communications and Programme teams.

The Programme team use these meetings as an opportunity to problem solve an issue, brainstorm, and make decisions on things related to the ‘community of practice’, like the appointment of research interns.

The Communications team use these meetings as an opportunity to provide each other with an update on communications related activities on the KRs that they are working on, and to seek advice and input on any communications related challenges they are facing in their teams. The meetings are also an opportunity to make non-financial decisions on matters that are specific to communications needs and resources.

CPI Leadership team (now retired)

Previously, we had an overarching leadership team comprised of CPI Directors. Leadership team meetings happened regularly and provided a space for key decisions to be taken and issues of a confidential nature to be discussed.

The leadership team is not active in this way anymore as decision making no longer defaults to directors. Individual team members’ involvement in discussions of a

confidential nature is decided on a case by case basis by the point person for the issue in question (taking into account things such as their previous experience and expertise in dealing with similar issues).

Progression Committee

Former members of the leadership team currently make up CPI's progression committee, although membership may change/open up over time. The progression committee is given the authority to make pay and progression decision on behalf of the Global team. See the section on [Mastery](#) for further details on how this works.

CPI Board of Trustees

As a not-for-profit foundation, CPI is overseen by a board of trustees. Larry Kamener is our chairman. He is also the founder of CPI. You can find the current members on our website under '[our people](#)'.

CPI Fellows

CPI fellows are an esteemed group of people who share our passion for public impact and help us achieve our mission around the world. You can find the current fellows on our website under '[our people](#)'.

CPI People's Panel

Since 2019, CPI has had a people's panel which is a group of people who help us keep our ear to the ground. You can find the current people's panel members on our website under '[our people](#)'.

Individual roles

All team members' roles - both OKR and non-OKR related - are described in detail in this document [here](#).

[..]

Confirmation practices:

Confirmation practices are a simple approach to making sense of what's happening (or not happening) in your individual OKR and non-OKR roles and why. Through systematic reflection and carefully constructed statements, you describe what would be true if everything related to the role in question was working brilliantly, and reflect on what you might want to change accordingly.

The recommended cadence for these meetings is every two weeks.

Do at the beginning

Step 1 - Find out what really matters

Describe the difference that you would like to see and the value that you are trying to create in *what*, not *how* terms. Your departure point for finding out what matters are your individual roles (OKR/non-OKR). Try not to use buzzwords or fluffy words. Perform the 'Ron Seal Test': does it do what it says on the tin?

Example: "I provide high quality, fully accredited lab testing, on budget and within nationally agreed timescales" vs "I help people to make informed decisions about testing and treatment"

Step 2 - Frame statements

Based on Step 1, frame your confirmation statements. The question to answer is: "What would be true within the process of work if everything was working well?" Again, align any confirmation statements with your roles, making sure that they are covered.

Example: "I am confident that CPI is taking advantage of the most relevant event opportunities" - *linked to role of 'events scanning and brokering opportunities'*

Always do

Step 3 - Reflect

Ahead of your meeting with your buddy, score yourself on each confirmation statement from 1-5. This should be a rapid step, using your gut instinct and heart and not your head.

Coaching role: During the buddy meeting, it's the role of the coach to unpack the current perspective by asking why questions (why did you give yourself 5/did you not give yourself 5?).

Coaching mode: empathetic listening.

Step 4 - Understand

In conversation, try and understand together what lies beneath your scores. This is about discovery, not evaluation, and should be an empathetic and mutual conversation. You should also try and surface any assumptions that underlie your reasoning.

Coaching role: the coach should be exploring for potential blind spots, putting on different hats and taking on different perspectives.

Coaching mode: at this stage, your feedback should be reflective and non-evaluative and emphasise empiricism.

Step 5 - Decide action

This step is here to test for where the energy is and help the coachee to be specific. The goal is to establish an internal locus of control, whereby responsibility is felt to lie with the individual.

Coaching role: the coach should help identify, frame and support the energy to act. You should work towards a definition of done (what does good look like?) and help the coachee to do the right sizing of courses of action and to prioritise.

Coaching mode: the coach should apply generative listening (turning words into actions), helping to make any thoughts concrete.

Strategy

How we plan and prioritize

Objectives and Key Results process

Since the beginning of 2018, CPI has adopted Objectives and Key Results (OKRs) to manage our work. Objectives are set by the entire team on an annual basis. Key Results are reviewed and updated on a quarterly basis. Take a look at [this handy introduction to OKRs](#), which highlights their many benefits and what makes them different from other frameworks.

Between quarters

We use a structured process to review our Objectives and Key Results every quarter:

- 1) Objectives-level review (~1 hour, ca. 3 weeks before the end of the quarter):** in the Objectives meetings we review which Key Results need to continue, which need to change, and which new ones may be required. We also discuss potential changes to the Objective itself, if required.
- 2) Past quarter debrief and celebration (~1.5 hours, ca. 2 weeks before the end of the quarter):** we celebrate what we have achieved this quarter, share what we have learned and express our appreciation for our contributions. The purpose of this is both to celebrate what we have achieved and learn from what worked and what we would do differently.

Each KR team shares:

- What's the % achievement?
 - What has worked well?
 - What would we do differently?
- 3) Next quarter OKR crafting session (~half a day, ca. 2 weeks before the end of the quarter):** based on the preparatory work the Objectives teams will have done we collectively review the Objectives and the proposed Key Results.

The questions we ask of our Objectives are:

- Do we have the right Objectives?
- How much resource should we allocate to each of them?

For the Key Results we ask ourselves whether they:

- are short & concise
- are focused on outcomes / results
- are ambitious
- have a clear link to the objective

4) Finalization session (~1 hour, last week of the quarter): we make final tweaks and adjustments to the Objectives and Key Results.

5) KR allocation (individually, before the end of the quarter): once the KRs are finalized we allocate ourselves onto KR teams. We:

- Aim to join a number of KRs that is not too high (usually between 2 and 4, though that number may vary)
- Join KRs to which we are drawn to and where our talents and abilities are needed

6) New quarter kick-off (~1.5 hours, first week of the new quarter): We celebrate the start of the new quarter and kick off as many KRs as possible in one afternoon.

Resources

How we invest our time and money; the allocation of capital, effort, space and other assets

The initial budget allocation per KR is £3000/quarter. KR teams can use that money at their own discretion to achieve the KR.

With regards to your personal roles, you can request both *substantive* and *financial* decision-making authority. Substantive decision-making authority means that you are in charge of all decisions relating to a specific domain, e.g. the website or PIF workshops. Financial decision-making authority means that you can request a specific amount of money that you can use to your discretion in fulfillment of your personal role, e.g. up to £3000/year that you can spend on the website. You can request these decision-making rights in a Global team meeting.

You can find CPI's Internal Policies document, including information on sick leave, holidays, working from home, invoicing process, charge codes [here](#).

Innovation

How we learn and evolve

[Work in progress]

Workflow

How we divide and do the work

Communications and Marketing Policies and Resources

The resources and processes for most of CPI's communications activities are encompassed in the [Communications Plan template](#), which should be used by the full CPI team worldwide when thinking about communications and marketing activities that might be associated with our work. It can be completed by Global KR teams at the start of each quarter, at the start of a new client project, when planning for an event or research publication, when establishing a new partnership, or for any other plans for external communications about a specific topic, product, or moment.

The plan should be drafted by the project/KR team with input from Chris, Bridget, and/or Amy (if they are not already a part of the project team) at the earliest possible stage of planning.

The template includes links to additional guidance on matters like:

- The [CPI messaging framework](#) that guides how we talk about our work externally; as well as our boilerplate description of CPI
- [Our process for assessing potential partnerships](#)
- [How we segment audiences and stakeholder groups](#) using our [CRM system Copper](#) (Amy can provide a more detailed training), and [a template for understanding and managing our different groups of priority stakeholders](#)
- Our events [criteria](#), [process](#), [initiation document \(outside the UK\)](#), [checklist](#), and [running log where we keep track](#) of our participation
- [Our editorial strategy and process](#), which includes the types of content we produce and source for our [Viewpoints](#) blog and [Medium](#), how we promote it, [guidance for external contributors](#) and how we keep track on our [Editorial Trello Board](#) (request access from Chris or Bridget)
- [A briefing template](#) for vendors providing creative services (and [one specifically for web designer Ceros](#))
- [Contact info](#) for our commonly used freelancers and other comms/marketing vendors
- [Our writing style guide](#)
- Our brand guidelines and templates for various marketing collateral

- Our [social media guidelines](#), and those specifically for when [using our social media channels during events](#)
- Our [master media list](#) (though check with Bridget or Nadine before contacting media as we may have existing relationships or a more updated contact)

In addition to the various communications and marketing workflows outlined above, we also send a weekly newsletter, the **Public Impact Soundbite**, to our global list [...]. The newsletter is authored by a different team member each week in a process Bridget manages via the [Editorial Trello Board](#).

Bridget plans the Soundbite topics as far out as possible to coincide with and promote our other editorial and event activities. She will identify who is the best-suited author for that week's topic (or solicit a volunteer) and nail down the primary theme the week before. Soundbite authors are requested to have their draft text to Bridget by COP on Wednesday for the newsletter to go out on Friday.

Preparing external events (including labs and trainings)

Teams organising an event are fully responsible that all materials and documents are sent to the event location on time, and also **shipped back** to the CPI offices. CPI's Team Coordinator can help with this process but needs to be involved as early on as possible.

Programmatic Policies and Resources

The Observatory

You can find the folder with everything Observatory-related [here](#). Specifically, [this is the document](#) that outlines the internal process of producing and uploading case studies.

Research

Here are all the reports/papers that we have published so far:

- [The Public Impact Fundamentals: helping governments progress from idea to impact](#) (October 2016)
- [Policy with Impact - New approaches to policymaking](#) (April 2017 - with the RSA)

- [What drives legitimacy in government? A global discussion paper](#) (May 2017)
- [Destination unknown: Exploring the impact of Artificial Intelligence on government](#) (September 2017)
- [Finding a more human government](#) (February 2018)
- [Transitions in later life: Key findings from a review of 15 case studies](#) (June 2018)
- [How to make AI work in government and for people](#) (October 2018)
- [The Future of U.S. Cities](#) (April 2019)
- [The Shared Power Principle](#) (July 2019)
- [Foundation Horizon Scan: taking the long view](#) (October 2019, publication expected in Nov in partnership with Nesta)
- [Tackling Challenges Together](#) (September 2019)

We have also published 17 briefing bulletins:

- [Behavioural insights to better policies](#) (September 2015)
- [Design for policy and public services](#) (February 2016)
- [Deliverology – the science of delivery](#) (April 2016)
- [From evidence to outcomes: how to improve outcomes through effective evidence-informed policy and practice](#) (June 2016)
- [Rethinking public services for the future](#) (July 2016)
- [Social Impact Bonds: how private finance can help transform public outcomes](#) (September 2016)
- [Going digital – how governments can use technology to transform lives around the world](#) (November 2016)
- [Enter the public entrepreneur: implementing innovation in the public sector](#) (December 2016)
- [Analysing AI: The impact of artificial intelligence on government](#) (October 2017)
- [Analysing AI: The impact of artificial intelligence on policy](#) (October 2017)

- [Analysing AI: Its risks, our recommendations](#) (October 2017)
- [A brief introduction to... Crowdsourcing](#) (July 2018)
- [A brief introduction to... Evidence-informed Policymaking](#) (July 2018)
- [A brief introduction to... Open data](#) (August 2018)
- [A brief introduction to... Policy Experimentation](#) (August 2018)
- [A brief introduction to... Public Consultation](#) (August 2018)
- [A brief introduction to... Human-centred design](#) (August 2018)

Engagements

You can find a list of all past external engagements we've had [here](#).

We have [a washup sheet](#) where we collate all our learnings from Fundamentals workshops and Labs.

Meetings

How we convene and coordinate

In meetings, we follow three principles:

1. Listening with attention
2. Speaking with intention
3. Tending to the wellbeing of the whole

We have found these things to be good practice for meetings:

- Adding dial-in details when scheduling the meeting
- Adding an agenda and any pre-reading materials to the invite and sending them around
- Ticking 'modify event' button so that everyone can change time or agenda if needed
- Making sure that the technology is working five minutes before the meeting is meant to start
- Not using phones and/or laptops during meetings
- If the meeting has more than three members: appointing a facilitator
- If the meeting requires people to be especially present, or if there is a lot going on outside of the meeting: have a check-in/check-out

Information

How we share and use data

IT and how we communicate

You can find an introduction to CPI's IT [here](#).

In terms of the different types of communication (in person/phone/email/slack), different team members may have different preferences. We try and be aware of other team members' communication preferences and align with them as much as possible.

In general, we try and use Slack for all formal and informal internal communication amongst CPI team members. For example, we use Slack to make decisions (via Polls/channel messages), deliberate, share, update people on any changes.

We use email when we need to involve anyone from outside of CPI.

We use phone calls when something requires some extensive back and forth, when it's easier to talk through something in person, or when the matter is sensitive and you don't want to put it in writing.

CPI Terminology and Acronyms

The following list provides an indication of commonly used acronyms and internal terms we use.

BbP: Bloomberg Philanthropies

KR Teams: Key Results teams

NAMR/NAM: North America region

OKR: Objectives and Key Results (see [here](#))

PIF: [Public Impact Fundamentals](#), a framework for understanding what constitutes a successful policy outcome. There are 3 key factors: Legitimacy, Policy and Action.

Membership

How we define and cultivate relationships

Recruitment

Our general recruitment folder is [here](#); because of GDPR, not everyone has access to all the folders - speak to Lena or the Senior Team Coordinator if you'd like to gain access.

Recruiting new team members

When recruiting new team members for permanent positions, there are four avenues that we choose from depending on the context and the position:

1. Go through a head-hunter/agency
2. Use personal contacts/people that have interacted with us before
3. Use Applied as a hiring tool
4. Use CVs and personal statements/videos as a hiring tool

1. Go through a head-hunter/agency

[...]

2. Use personal contacts/people that have interacted with us before

Sometimes, we might choose to hire someone from our network or someone who has interacted with us before. While there may be legitimate reasons to do this, please do keep in mind that we are trying to be as fair as possible in our recruitment process, and that we are looking to have a diverse team. Do think about whether it may be better to use an anonymous tool like Applied and encourage people we know to apply through that.

3. Use Applied as a hiring tool

Applied is a recruitment platform that enables us to give candidates exercises to solve, independently review and score those and then choose from among the candidates with the highest scores. It is a way to eliminate a lot of the bias present in recruitment as we only see people's CVs after they solve the exercise.

How to use Applied

- Chris administrates the Applied accounts, so he can give you access.
- Once you have access, you will be able to see all our previous roles, including the job descriptions and questions that we asked candidates. You can use these as inspiration (or duplicate them) when putting together your role.
- Try not to have more than 3-4 sift questions - it takes a lot of work from multiple people to go through all the answers.
- Always agree on what a good answer looks like before starting the review, and add a rubric for each question to Applied so that everyone follows the same standard.

4. Use CVs and personal statements/videos as a hiring tool

The most traditional route we take to hire people is by asking them to send us their CVs and a personal statement, either written or video.

Some tips for how to advertise effectively and increase the diversity of applicants:

- *Do* advertise the salary
- Make the process as short as possible - otherwise, candidates might jump off as they find other positions
- Use inclusive language in the job adverts and email communication - testing job adverts with e.g. someone from the She Who Dreams network has proven very useful!
- Advertise on a diverse range of platforms (some examples can be found [here](#))
- When scheduling interviews, let candidates know that we are able to make arrangements in case of a disability (e.g. giving more time for an exercise).

Hiring short-term contractors

Occasionally, we might need an extra pair of hands for a specific project that has a clear start and end date. To find freelance consultants, we typically start by asking around in our own networks. There are already a [bunch of freelancers](#) who have previously supported CPI, so reaching out to them is a good first start.

[...]

Onboarding

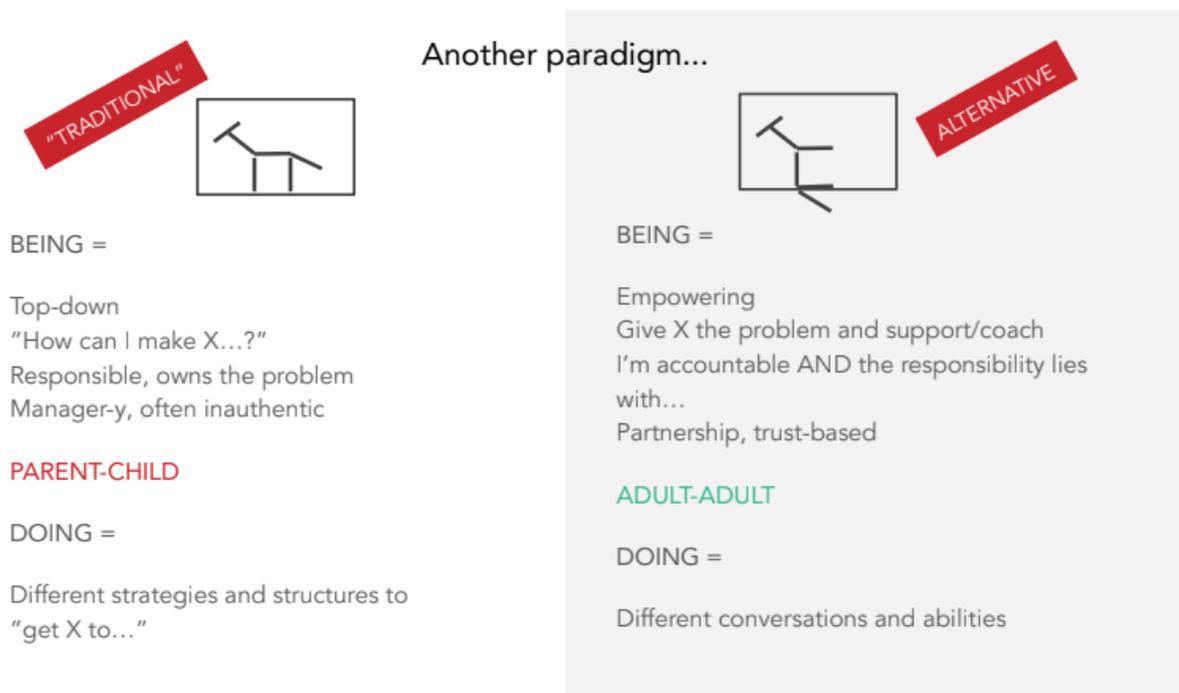
Once we've recruited someone, we onboard them using our [CPI Onboarding Trello board](#).

Mastery

How we grow and mature

“Left Horse, Right Horse”

Effective self-management requires that we move from the traditional paradigm of “parent-child” relationships at work to a different one where we cultivate “adult-adult” (or “partnership”) relationships:



The cornerstones of this “adult-adult” way of working are:

Cornerstones of a coaching, adult-adult mindset and way of being

- Relate to the other's potential
- Responsibility (in the right lap)
- Not your own (active) agenda
- Be able to be with it
- Clarify and distinguish

= a coaching, adult-adult mindset
and way of being

tuffleadershiptraining

The detailed materials on this [are here](#).

This short video, which Lisa Gill from Tuff Leadership recorded for especially for us, explains the difference between the two paradigms in a bit more detail: [...]

Feedback

Why is feedback important?

Focusing on feedback is one of our team agreements: *We appreciate feedback and share and receive it in a timely, sensitive, thoughtful way.* It is a vital part of us improving CPI and ourselves, and one of the most important ingredients in building constructive relationships and thriving teams.

There are different ways of giving effective feedback. Below, we have outlined two different approaches to giving feedback. You may want to choose which of them is most appropriate or works best for you in a given situation.

[Approach one - "I" feedback \(Vicky Grinnell Wright\)](#)

How can we give feedback effectively?

I-message: Use a statement with the word “I” as the subject, not “you.” People are more likely to remain open to your message. Even if your rank is higher than the feedback recipient, strive for an adult/peer relationship. Ex: I feel annoyed when you are late for meetings

Statement: Phrase the issue as a statement, not a question. An “I” statement implies “I think we have an issue we must resolve together.” It allows the receiver to see what effect the behaviour had on you

Timely & regular: Giving feedback in timely and regularly, rather than later, allows it to be more fresh on the mind and more effective. Don’t attempt to save your remarks to deliver all at once.

Positive & negative: People will more likely pay attention to your complaints if they have also received your compliments, and vice versa.

Facts: Speak only of facts: what you see and hear and what you feel and want

How can we receive feedback effectively?

Listen: “I’m ready for feedback”

Understand: “I see what you mean”

Discern: “Here’s what I’ll do”

Approach two - reflective feedback (Andy Brogan)

If the structure of most feedback is:

1. a fact (e.g. “When you did X”)
2. plus a value judgement (e.g. “I thought it was great”),

reflective Feedback *differs* by providing:

1. a fact (e.g. “When you did X”)
2. plus a prompt to notice (e.g. “Did you notice how the mood changed?”)
3. and a prompt to reflect (e.g. “Why do you think that was?”).

This subtle shift means that the person receiving the feedback is engaged in thinking about what good looks like, which:

- ensures that they form an internal commitment to any changes they feel are necessary.
- makes it more likely that changes will be sustained.

- makes it more likely that they will notice other, similar things in the future.

Here's an example of providing reflective feedback (with the prompt to notice and reflect all in one):

1. "I've noticed that you often arrive late to our meetings" (i.e. a fact)
2. "Have you considered what impact that has on others and on the meetings?" (i.e. a prompt to notice and reflect)

Reflective Feedback isn't about being soft or avoiding straight-talking. It's about helping each other to notice our (often unconscious) patterns of behaviour, notice their impact, develop greater empathy and take ownership of our opportunities to improve.

"Magic time"

"Magic time" is a time to think, read, attend interesting events, speak to interesting people etc. unrelated to the OKRs or business as usual activities but helping us pursue our mission. This is unlikely to be a discrete day but more a guide that 10% of everyone's time can be dedicated to this kind of stuff.

Career progression

Individual team members nominate themselves for promotion. For more detailed information on how this process works, please take a look at our [personal development / promotion process](#).

For promotions *between* bands, nominees go through a feedback process, facilitated with the support of a trusted mentor / CPI team member. Following the feedback process, the individual writes a short memo, explaining the rationale for a promotion. The facilitator advises the individual on the promotion and also participates in the discussion with the progression committee. The progression committee ultimately makes a decision about the promotion.

For promotions *within* pay bands, the progression committee makes a decision based on the same four questions used in the personal development process but without soliciting feedback from the team.

The progression cycle happens on a bi-annual basis and should be started in mid May for promotions effective 1 July and in mid November for promotions effective 1 January.

Professional Development Budget

Every permanent employee at CPI, or those who are on 12month+ contracts, have a professional learning & development budget of £3000 per year. We are free to spend this amount on learning and development using our best judgment.

No approval is required, though we are all encouraged to seek advice from others on which kind of training or coaching might be most useful for our personal development.

We reclaim these costs through the normal expenses process using the appropriate charge code or by asking training providers to issue an invoice to CPI. [...]

Mentor role

We each choose one mentor. The role of the mentor is to help us think about our career development and our learning & development needs.

- *How we choose our mentors:* we ask someone who we would like to be our mentor, if they agree they become our mentor - easy!
 - As a rule of thumb we believe that a mentor should have no more than three mentees.
 - It's ok to change mentors.
- *Outside mentors:* For senior and/or specialized team members it may make sense to find a mentor outside of CPI (though the option is open to anyone). Any costs for such outside mentors are covered through our Professional Development Budgets.
- *How we meet:* the mentor and mentee aim to meet approximately once every 2 months. Mentor/mentee meetings are considered work time, though we expect everyone to prioritise CPI's business needs over personal needs.

“Teach-ins”

- [Writing effective emails](#)

Wellbeing

Making the work environment a comfortable and enjoyable space for all is a critical part of our work at CPI. These principles represent wellbeing in the office:

- The office is conducive to the mental and physical health of all staff and there are processes in place and activities arranged to promote this
- The work environment is inclusive of all backgrounds, and encouraging of new ways of working and ideas that promote the wellbeing of the team
- Those working at CPI are able to find a positive and healthy balance between their life inside and outside of work
- All staff feel comfortable with their workload and are enabled to do their best work
- CPI prevents excessive or corrosive stress, and encourages team members to speak up and help each other when they feel they are overwhelmed
- All within the office are satisfied with their roles and the teams they are working in, feeling supported by colleagues both inside and outside these teams

The position of wellbeing officer oversees the wellbeing of all staff while at work, most notably by applying the above principles to the overall office environment. The position has a budget of approximately £300 a month to spend on events or trainings for staff, which can be spent at the discretion of the Wellbeing officer up to an excess of £100.

Duties include:

- Organising events to facilitate team bonding and foster a welcoming work culture. This includes organising team lunches and monthly drinks.

- Listening to staff's feedback on how to improve the office environment and enacting it where possible
- Keeping track of how CPI impacts on collective and individual wellbeing and thinking of ways to address that. For example, ensuring the principles for good and kind meetings are being followed
- Providing the office with regular wellbeing updates on events inside and outside the office
- Supporting good practices within the office and addressing bad practice where it exists

A one-page profile of the current wellbeing officers can be found [here](#).

Compensation

How we pay and provide

We want CPI to offer a rate of pay that compares favourably to alternatives such as working in the civil service or at other thinktanks or public policy research organisations.

Compensation includes salary plus a competitive benefits package. We do not pay bonuses.

Pay bands are set each calendar year taking account of inflation and the wider market conditions. The GBP bands for 2019 are as follows.

Position	Annual salary	Steps
Executive Director	£ 150 – 160k	ED £150 – 160k
Director	£ 99 – 140k	D2 £125 – 140k
		D1 £99k – 125k
Manager/ Head of	£ 64 - 83k	M2 £73 – 83k
		M1 £64 – 73k
Senior Associate	£ 41 – 56k	SA2 £48 – 56k
		SA1 £41k – 48k
Associate	£ 30 – 38k	A2 £34 – 38k
		A1 £30k – 34k
Intern	£ 24k	£ 24k

Find out more:

Web: www.centreforpublicimpact.org

Twitter: [@CPI_Foundation](https://twitter.com/CPI_Foundation)

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