

## SDF Community Inclusion Initiative - Community of Practice

### Topic 7: Shared Vision and Leadership

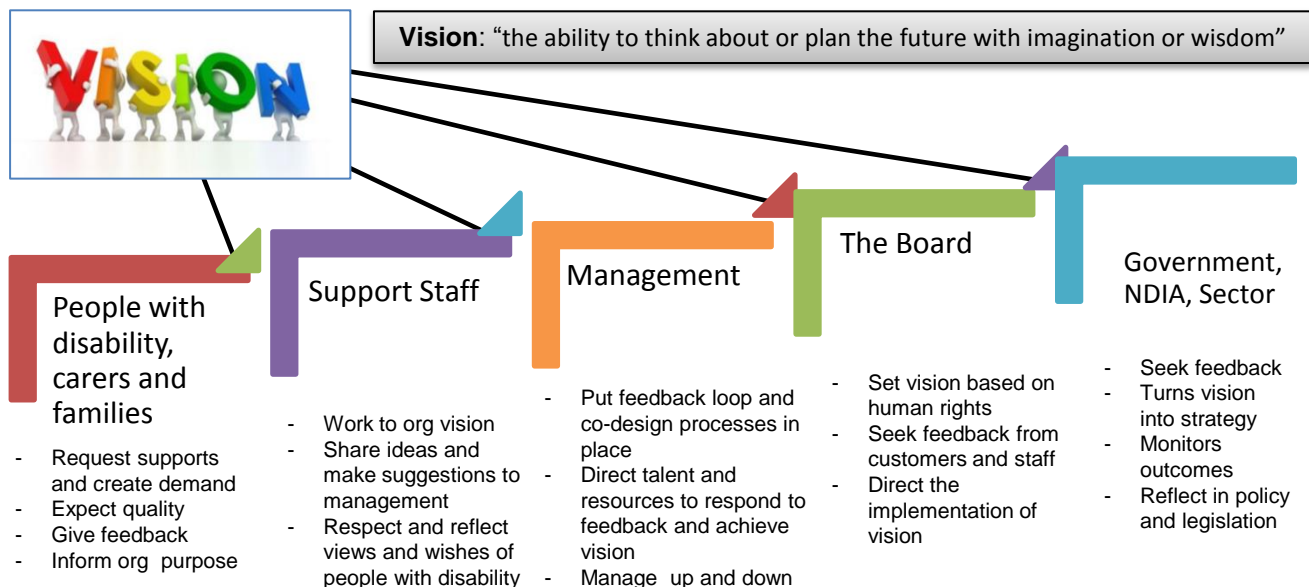
What is this?

This is the seventh in a series of resources to support providers of disability day services and community participation to increase community inclusion for people with disability. It is based on best practice and feedback from organisations participating in the Community Inclusion Initiative. It is intended as a conversation starter with frontline workers and team leaders, but can also be used with people with disability and their families.

## 1. Looking ahead – vision and the NDIS

### NDIS vision for community participation – the need for change

- Community participation is a human right
  - ‘full and effective participation in society on an equal basis with others’ (UNCRPD Article 1)
- Community participation is the 2<sup>nd</sup> most commonly funded NDIS support: people with disability (and their families) are looking for activities that help them to get involved in their community
- ‘Social, community and civic participation’ measured in the NDIS Outcomes Framework
- Individually funded packages – people can choose and shape their supports and services
- Local Area Coordination (LAC) and Information Linkages and Capacity Building (ILC) may change the way community supports are delivered
- Organisations must consider if they are doing enough to create inclusive spaces for people with disability in the community



### Discussion questions

- Does your organisation have a community inclusion vision for people with disability?
- Is your vision consistent with what your customers want, and the goals of the National Disability Strategy and the NDIS?
- What steps are you taking to implement your organisation’s vision?
- How can our organisation find out what people want and need from us?

## 2. Why support from the top is needed to deliver change

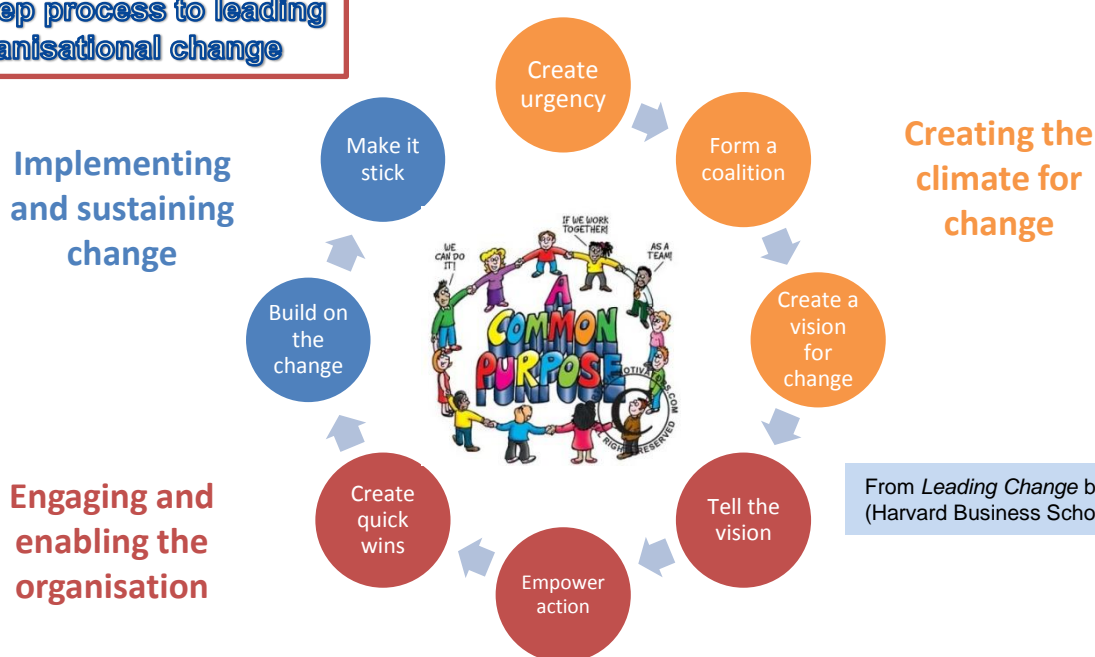


**Leadership** *'the action of leading a group of people or an organization, or the ability to do this'.*

### The role of leaders in making change happen

- Have a vision for full community participation and how to get there
- Listen to stakeholders - customers and staff – and reflect feedback in vision and process
- Encourage and support all staff to 'push up' their ideas
- Take reasonable risks and be innovative in pursuit of vision
- Resource ideas properly to become practice
- Recognise leaders and champions of change are present at all levels of an organisation and their skills are vital to drive innovation
- Manage the 'no' – be able to respond to naysayers, resisters and blockers (see below)

### 8 step process to leading organisational change



### Managing change resistance

- **Be clear why** community participation change **is** necessary – not **if** change should happen
- **Use the evidence** – what is underpinning your vision for change? Use feedback, reports, data and other evidence to justify and reinforce your message
- **Communicate, Communicate, Communicate** – keep talking, listening, sharing and reinforcing
- Use **different methods** and environments so people are more receptive to your message
- **Ask how something can work**, do not focus on how it can't
- Keep the conversation on **the goal**, never the person resisting
- **Address negative comments** immediately – don't let negativity take hold
- **Enable champions** to speak up about the positives of change

**THINK  
POSITIVE**

### Discussion questions

- Who are the leaders and champions of change - including customers - in your organisation?
- How can you support them to lead change?

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### 3. Embracing co-design

"[co-design means] involving the end user of the service or experience in the design phase of a project or piece of work that aims to improve outcomes"

**2015 NDIA co-design framework**



'[Co-design is] deliberately engaging users of the system, delivers of services and other experts to actively understand, explore and ultimately change a system together'.

**Huddle Academy**

#### WHY?

- ✓ "Nothing about us without us!"
- ✓ Empowers service users – people with disability are supported to create vision and lead change as partners
- ✓ Focus is on outcomes of change
- ✓ Can deliver practical implementation solutions
- ✓ Everyone is involved so everyone has buy in
- ✓ Negotiates a pathway for everyone in the organisation
- ✓ Ideas and possibilities become visible and tangible
- ✓ Ensures informed decisions are made

#### Huddle: Principles of Co-Design

1. Be person-centred
2. Be creative
3. Be collaborative
4. Be courageous

#### HOW?

Huddle Methodology



#### PARTNER!

##### Communicate

...informing people what is going on

Letters, phone calls, email, website update, social media, brochures, advertisement, public displays, exhibitions, meetings

##### Consult

...engaging with people to indirectly influence outcomes

Individual and group meetings, hotline, surveys, presentations, community and public meetings, community event, open days

##### Co-ordinate

...consolidating different and multiple elements towards a shared outcome

Facilitate stakeholders to come together. Provide training for service users to self advocate and advocate on behalf of others

##### Collaborate

...people working together to achieve a shared goal

Work together to develop solutions and incorporate advice and recommendations into decisions. Implementing what service users decide



#### Discussion questions

- What is the difference between co-design and consultation? What do we need to do differently?
- What does co-design look like in your organisation? Give examples.
- How can you support more co-design in your organisation?

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## 4. A shared vision involves everyone

### Engaging people with disability and families

- Service users and families are experts – work together
- Engage people with disability as peer educators, mentors and change agents
- Have a clear message about change – the same message for all audiences
- Provide information in accessible formats to fill knowledge gaps and help people make informed choices – Easy English, pictorial, translated, video
- Communicate using preferred styles – 1:1 chats, group discussion, email
- Have responses ready for positive and negative feedback



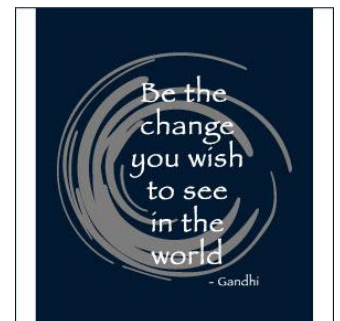
### What can support workers do?

- Commit to a rights based approach – no management decisions unless directed by people who are impacted
- Facilitate service users to self advocate - become their champions
- Represent service users' ideas in planning sessions & team meetings
- Challenge conventional practice – 'if it didn't look like this what could it be'?
- Share good practice with colleagues and lead by example – walk the walk
- Be the positive person excited about change – be creative about how it can happen



### What can team leaders and managers do?

- Create an authorising environment – encourage staff to be innovative
- Understand and practice co-design – it's essential under the NDIS
- Provide resources to facilitate service user & family engagement, mentoring and peer education
- Be clear about what the organisation can commit to & what it can't
- Ask 'what is working' and 'what is not working' and be open to all ideas
- Only accept a level of service you would agree to – if it's not ok for you, why is it acceptable for someone else?



### What can CEOs and Boards do?

- Know how the Vision for community participation is put into everyday practice
- Establish clear mechanisms for input from service users, families & staff
- Always respond to keep the authorising environment 'open'
- Review systems and processes – do they enhance or stymie practice?
- Commit resources
- Use evidence to plan the future and transition to the NDIS
- Seek continuous improvement – ask "what can we do better?"



### Discussion questions

- Does your organisation have a *shared* vision of community inclusion?
- How does your organisation work together to develop its vision?
- How does your organisation communicate and practice its vision?

## 5. Sharing ideas and practice

### Vision

- *“Change at our organisation has been a planned long term strategy, driven by the Board with total commitment to community participation. The vision for change was absolutely clear.”*
- *“Have the word ‘inclusion’ in the organisation’s Vision.”*
- *“Be deliberate about what is being done and have measurable outcomes to demonstrate success.”*
- *“See the NDIS as a great opportunity to be innovative and do things differently.”*
- *“We have operated in a paternalistic way. Co-design shows us we need to change.”*

*These quotes were made by our Community of Practice reflecting on vision and leading change*

### Leadership

- *“Engage service users as peer to peer support workers.”*
- *“Modelling good practice is essential for new staff to change organisational culture.”*
- *“Managers from different areas of the organisation take ownership of projects. This increases accountability and spreads the reach across the organisation.”*
- *“CEO hosts regular informal meetings to update everyone on recent developments and staff provide feedback.”*
- *“Constantly engage staff and ask them for ideas. Create an authorising ‘having a go’ environment. Ideas are seeded, emails followed up and then people pick up ideas and run with them.”*
- *“Trust service users and staff to make something out of nothing.”*
- *“All reports are circulated with a person responsible assigned for action with mandated response times.”*
- *“Our CEO meets regularly with networks of families across the state to hear their new ideas and address concerns.”*

### Managing blockers of change

- *“Always have people with disability in the room [with management] when trying to initiate new ideas.”*
- *“Understand the history. Many families have lived through years of government changes to support models. Some are overwhelmed and some can be cynical about any real changes to their family member’s life.”*
- *“Help families to understand co-design and why they are so important in the process.”*
- *“Invest time in families to help them understand the importance of outcomes for their family member.”*
- *“Use co-design to address fear of change and find alternatives by asking ‘how might we’?”*
- *“Be aware of literacy levels. Use interpreters and get information translated [where English is not a first language.]”*
- *“Share good stories and good outcomes to help people see change as positive rather than something to be feared.”*
- *“Refer to NDIS principles about ‘choice’ and keep the NDIS big picture the focus of conversations”*
- *“Nurture staff strengths, but if they are not the right fit for the organisation then best they leave.”*
- *“Staff need to understand they don’t have a job for life if they cannot embrace new ways of working.”*
- *“Treat unsuccessful outcomes as learning opportunities.”*
- *“Talk to people, listen to their concerns, find out what they fear and then take small steps to change.”*

We are interested to hear from you about community inclusion. Tell us what you think about these resources or any of the issues raised. What do you agree with? What have we missed? Get in touch with James Bannister on [james.bannister@NDS.org.au](mailto:james.bannister@NDS.org.au)

### Want to Know More?

- NDIA Codesign Framework 2015: [Link](#)
- Kotter International: 8 –Step Process for Leading Change [Link](#)
- Leaders Making Change Happen adapted from Kotter & Cohen *The Heart of Change: Real-Life Stories of How People Change Their Organizations* [Link](#)
- Co-designing for Social Good: Role of Citizens in Designing and Delivering Social Services, Part One, Centre for Social Impact, University of NSW - Dr. Ingrid Burkett [Link](#)
- Some lessons concerning agency transformation towards personalised services – Michael J Kendrick (2009) ([link](#))
- Stopping the Naysayers in their tracks [Link](#)
- The Role of Leadership in Organisational Change – An Action Learning Approach [Link](#)