

Facilitating change – positively and effectively



Jane Lewis

Welcome to *Contact* 2008 – the latest newsletter from Woodward Lewis. The past year has been an exciting and inspiring one. We have worked with clients new and old on some fascinating challenges and have extended our reputation as facilitators of positive and constructive change management.

Our tried and tested methods work to help their people settle down after even

the most difficult reorganisations – our clients tell us we bring a human, intelligent and practical touch that motivates staff to work collaboratively with new colleagues, and to operate effectively within new structures and environments. Please get in touch to discuss any initiatives you read of in this newsletter and visit our new website: www.woodward-lewis.co.uk for more details of the services we provide. A happy and healthy New Year to you all.



Jane Lewis – Partner

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POSITIVE DEVIANCE LAUNCHES IN HERTFORDSHIRE

Positive Deviance – the innovative approach to improving services within current resources – introduced to the UK by Woodward Lewis – will be piloted by Hertfordshire County Council Adult Care Services in 2008.



The Positive Deviance Initiative (PDI) was founded by Jerry Sternin (pictured) of Tufts University, Boston, USA and supports organisations and communities to discover

their own powerful solutions to tough problems. It is grant-funded by the Ford Foundation, and is hoping for a \$5m grant from the Rockefeller Foundation next year.

Hertfordshire will be using PDI to help their Adult Care Service (ACS) teams increase efficiency, and reduce waiting lists.

Around the world PDI has already resulted in:

- 65-80% reduction in childhood malnutrition in projects around the world

- Up to 33% reduction in MRSA in US hospitals (including 100% reduction in operating site infections in some areas)
- 60% improvement in sales performance in pharmaceutical companies.

It is based on the theory that within communities with chronic problems there are usually a few individuals who manage to remain resilient and beat the odds. These are positive deviants who achieve more in the same context and with the same resources as everyone else.

“I attended a workshop run by Woodward Lewis where Jerry Sternin introduced PDI. Jerry is an inspiring man, and the concept appealed to me immediately,” says Penny Soper, from Hertfordshire ACS. “I am delighted that Hertfordshire is taking a lead on the topic. Jerry is mentoring Jane Lewis as she facilitates our project.”

The project will focus on problems such as the use of computer diaries and electronic client records. Managers will also learn how to facilitate future projects.



**POSITIVE
DEVIANCE**
INITIATIVE

Sign up to PDI

Contact Jane Lewis to see how PDI could work for your organisation.

For more information about the PDI and their achievements visit: www.positivedeviance.org.

Visit www.woodward-lewis.co.uk for Jane Lewis's article on PDI – Positive action – published in *Quality World*, September 2007.

What is Woodward Lewis?

Woodward Lewis is not a traditional consultancy or training company. We pride ourselves in advising and developing people through project mentoring and in creating a 'learning by doing' environment. All of our work during the past eight years has come through recommendation and repeat business.

Leading change at Southwark

Woodward Lewis has been proud to work with Southwark Borough Council for seven years, seeing it progress from 'weak' to 'good' in Comprehensive Performance Assessment (CPA) terms and facilitating its development in terms of working with a wide range of its local partners including the primary care trust and local voluntary sector organisations.

Our role with Southwark has developed from project management training and support to leadership coaching – enabling managers to achieve what they want to change. Southwark is becoming one of London's most dynamic boroughs; 40 percent is currently under regeneration with developments valued at around £4 billion.

A key Southwark-Woodward Lewis project for 2007 included providing coaching and facilitation support throughout the reorganisation of the Borough's Regeneration Directorate. An away day for the Social Inclusion team, which focussed on the theme of working across business units as an essential part of regeneration of the borough, received an overwhelmingly positive response.

A further workshop was run with all the managers of the Regeneration Directorate to plan their way forward after the retirement of Paul Evans, the Director. Further away days were requested as the team felt that they really helped to facilitate teamworking and a shared view of the strategy.

Comments received from delegates included: "The best 24 hours I've spent at Southwark so far", and "Gr8 day, must do more".

An additional Woodward Lewis project for Southwark included strategy development with the Borough's new Information Services Division.

Paul Day, the Head of the IS Division said: "We needed a new approach to information services. In the past it had a reputation for delivering tools and systems, and for saying "no" to clients. We need to support users to use information and communications technology to modernise Council services. In particular, we need our teams to work together to support the move to the new Council offices in Tooley St. The away days we had in October and December exceeded our expectations, and helped us to move forward together".

Reaching out to Outreach 3 Way

Outreach 3 Way is a voluntary sector organisation, a registered charity, which provides support to people with learning disabilities across West Sussex. This support includes housing, employment and day services. The organisation is constantly looking for ways to become more efficient and improve service quality to demonstrate good value for money. Using an approach similar to that of Cedar Care, the European Quality Award Winning care organisation, Jane Lewis has helped them take the first steps to a more structured view of their business, beginning with staff and user feedback which, it is hoped, will help identify areas for improvement and an increased efficiency throughout the organisation.

Chief Executive Debbie Medlock said

"We liked Jane's practical and understated style – my managers were pleasantly surprised and engaged by the approach, and by Jane's willingness to be flexible to our needs."

New Woodward Lewis website is now live!

www.woodward-lewis.co.uk



The screenshot shows the Woodward Lewis website homepage. It features the company logo at the top left, a navigation menu with links for Home, About us, What we do, The team, Case studies, Latest news, Publications, and Contact us. A central banner reads "Welcome to Woodward Lewis" and includes a photo of two people. Below this, there is a paragraph about the company's expertise in change management and leadership development, followed by a section titled "Woodward Lewis can help you!" with bullet points: "Deliver your products or services more efficiently and effectively" and "Not and steer through an effective change process".

Win



Montezuma's chocolate truffles!

Shake off those winter blues and win a fantastic New Year's treat – exclusive to Woodward Lewis clients. By entering this competition you could win: *Growing Underground* a sumptuous gift box of chocolate truffles worth £32.95 from Montezuma – the award-winning Sussex chocolate company.

All you have to do is tell us the year in which Woodward Lewis was founded. Send your answers along with your name, job title, company address and e-mail address on a postcard or on the back of a sealed envelope to Woodward Lewis. The first correct answer drawn on the closing date of: 29 February 2008 will win this tasty prize. Sorry, but no cash alternative is available. Hint: The answer is buried on our website.

Leading change

All Woodward Lewis clients benefit from the expertise of the Change Leaders group, of which Jane Lewis is a member. The Change Leaders is a community of practice of alumni of the Consulting and Coaching for Change (CCC) masters degree programme. This inspiring and exciting course is run jointly by Hautes Etudes Commerciales (HEC) Paris, the FT No1 European business school, and Oxford University.

In October 2007 Change Leaders from all over the world met in South Africa for the conference – *Consulting for Change in Emergence*. Issues highlighted included: leadership in rapidly changing and turbulent times, working with ‘morphing’ organisations and consulting skills required for emergence (rapid change where there are no pre-existing models to follow).

Visit www.thechangeleaders.com for more information on this dynamic group.

Southampton success

Working with



Staff at Southampton City Council are feeling positive about delivering the three percent efficiency savings required by the Government

thanks to the success of one of the biggest internal communication events organised by a local authority.

Working with Woodward Lewis, a new approach to business planning was introduced based on the Business Excellence Model. Over a two-month period, staff from all levels across every Directorate took part in

a series of activities and events which allowed them to give direct feedback and learn about how individual services relate to each other and support the Council's strategies.

“The Council has taken such a huge step forward in ensuring direct, face-to-face communication with its staff,” says Chief Executive Brad Roynon, who championed the project.

“We believe this is of paramount importance when facing continued pressure to change and Woodward Lewis provided invaluable change management expertise and personal enthusiasm that allowed us to roll this out as a positive experience.”

Joint venture

Jane Lewis provided change management expertise to a project run by Environmental Health Matters, a specialist consultancy led by Alan Higgins, the president of the Chartered Institute of Environmental Health.

The requirement was to develop a business case for joint working between Southampton City Council and Eastleigh

Borough Council – investigating ways in which the two local authorities could extend their working partnerships.

This exercise has resulted in a joint venture – Southampton and Eastleigh's two Building Control Departments will now work together under one manager, and have plans to progressively integrate their operations.

Team spotlight

Angela Sims



Angela Sims is one of the Woodward Lewis team of ten consultants.

Angela has been working in the field of organisational change for the last 20 years. She is an experienced Chief Executive, Company Director and a creator, through dynamic cultural change, of award-winning organisations.

Her professional background in management, personnel, marketing and research, is balanced with the ability to think outside of the box and enthuse others to challenge the status quo. She is used by charitable organisations as a trouble-shooter trustee to sort out difficult issues and by Chief Executives, Chairmen and Directors as a mentor and performance coach.

For more information about our consultants visit:
www.woodward-lewis.co.uk

In touch

We like to keep our mailing lists for our newsletters and e-mail bulletins as up to date as possible. To be taken off our mailing list or to update your details please e-mail us at: info@woodward-lewis.co.uk putting the words contact details in the subject area.