How technology can increase collaboration and build trust

#WAOdigital

Glamorgan Cricket Club, Cardiff 24/10/19

PAUL TAYLOR

INNOVATION COACH AND DESIGN LEAD

@PAULBROMFORD

@BROMFORDLAB

We had a hunch – without much evidence at the time – that if we simply believed in our people and took away all of the bureaucracy they'd have conversations with residents and make the right decisions

1 – Using design thinking to align teams around principles of simplicity

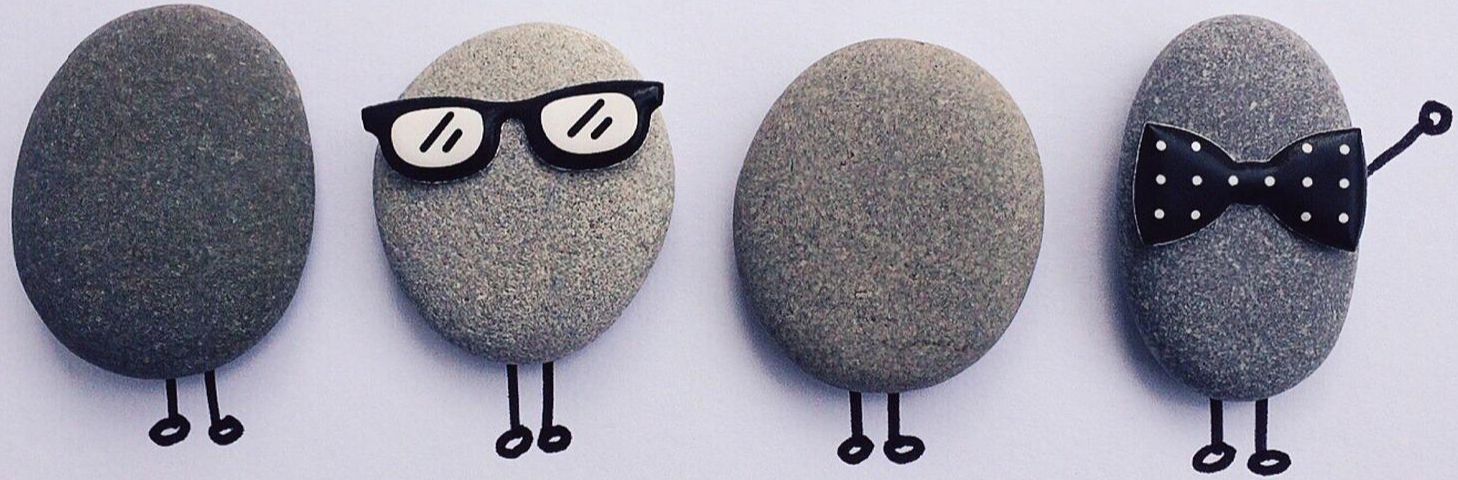
2 – Creating the right conditions for collaboration and getting leaders on board

3 – The use of digital tools to increase transparency across organisations and to the general public

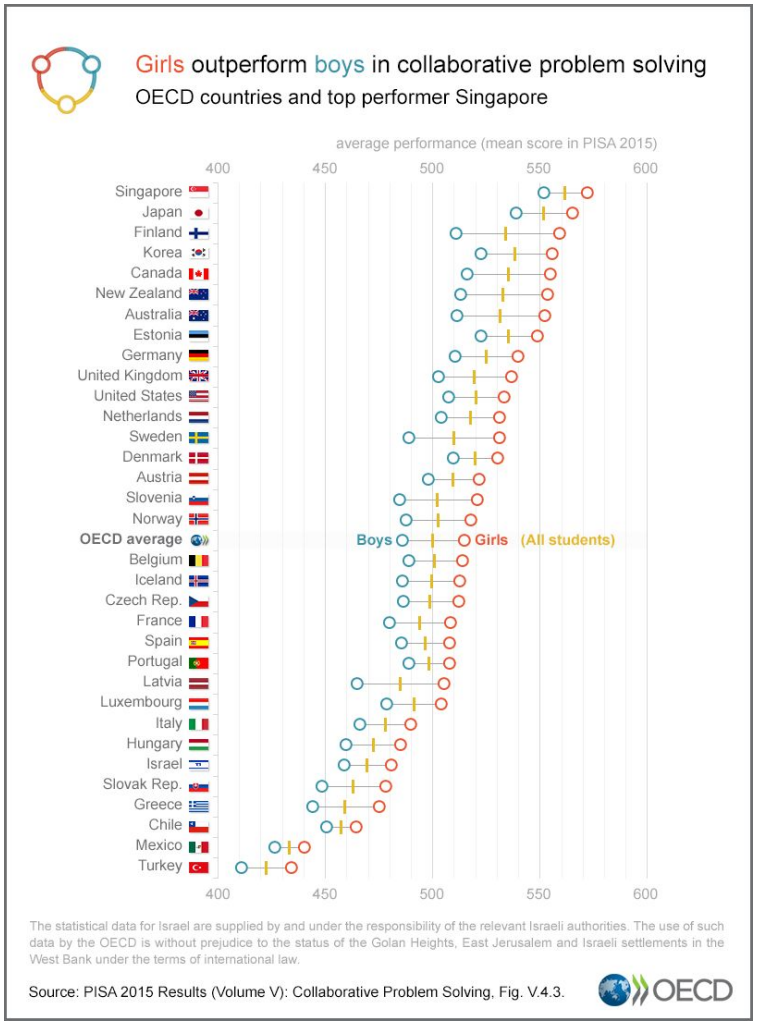
Phil. S. Ensor coined the term the functional silo system. His contention was that narrow, specialised teams and jobs were easy to manage but imposed a very damaging learning disability on the organisation.

If we don't teach, measure, encourage or reward collaboration it doesn't tend to happen

“Collaboration is an essential skill of the digital economy. And yet how to collaborate productively is hardly ever taught either in universities or in the workplace.” – Gerry McGovern



The more interdependent the world becomes, the less it needs lone problem solvers and the more it needs great collaborators and orchestrators



Designing simpler organisations is a foundation to better collaboration

programme One. Creating one organisation and one experience for all.

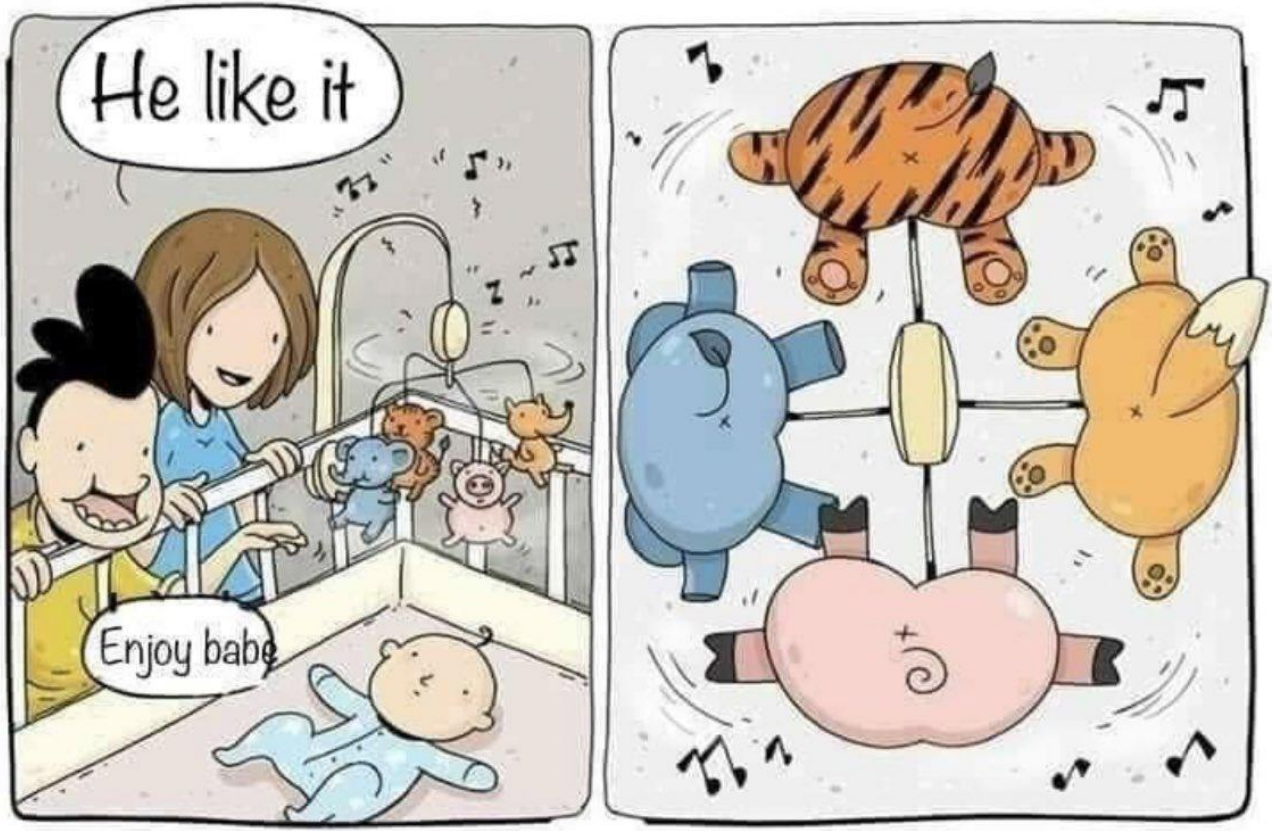
ORGANISATIONAL DESIGN PRINCIPLES

Laying the template for collaboration

BAD DESIGN
DESIGN
EXPERIENCE
B. lab

The beginning of a desire path: the illicit trails that defy urban planners

WHO ARE WE DESIGNING FOR?



ESSENTIAL LEADERSHIP

BROMFORD LAB IS A WAY OF **THINKING**
NOT A PLACE TO THINK IN!

Introduction to Design Thinking

DESIGN AND INSIGHT

SIMON PENNY & ADAM BOYES

EXPLORATION AND PROBLEM DEFINITION

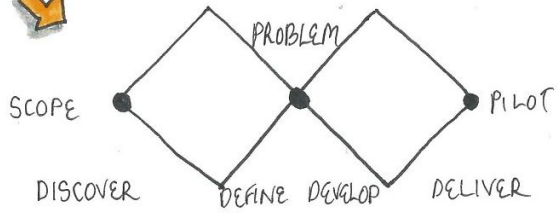
MAKING SENSE OF **DATA**

BREAK **REBUILD** IDEAS

UNDERSTANDING PEOPLE

PROTOTYPE MORE
TEST OFTEN
PILOT LESS
"WHAT IF?"

DESIGN **PROCESS**



bromfordlab

Creating the conditions for collaboration and getting leaders on board

Our DNA.

We uncovered our DNA by talking to our people; by asking them why Bromford is special for them, what makes us different and how we should operate in the future.

We held over 30 workshops in the summer of 2018 across our whole new operating area with nearly 500 colleagues attending and giving their views. Colleagues drafted what came out of the sessions. A further 10 workshops were then held with nearly 200 people attending. From these the final wording of our values, or as colleagues preferred to call them, our DNA, emerged. It is by colleagues working together that we will bring the DNA to life as it comes to inform all that we do and the way that we do it.

DESIGN THINKING MINDSET

YOU LOOK FOR NEW POSSIBILITIES AND CHALLENGE ASSUMPTIONS

YOU WORK WITH CONFIDENCE, WHILST REMAINING HUMBLE

YOU'RE CURIOUS ABOUT LEARNING NEW THINGS

YOU COLLABORATE WITH OTHERS. WORKING SMARTER NOT JUST HARDER

Human centric

Empathetic

Action oriented

Comfortable with **change**

Future focused

Dynamic **constructive** process

Risks mitigating

Illustrative & **Inspirational**

Curious

Collaborative

YOU DARE TO BE DIFFERENT USING YOUR LIFE EXPERIENCE AND PERSONALITY

YOU ARE OPEN TO BEING CHALLENGED AND TO CHALLENGING OTHERS

YOU DO WHAT YOU SAY YOU WILL

YOU LEARN FROM MISTAKES AND ARE OPEN WHEN THINGS GO WRONG

DESIGN THINKING AND LEADERSHIP AT BROMFORD

BE BOLD

#LeadChange - Be confident. Be comfortable with ambiguity. Start with just enough insight and build on it as you go. Manage risk, rather than avoid it. Leave your ego at the door and collaborate; it's a team sport.

BE BRILLIANT

#DeliverResults - Be curious. Be collaborative. Start and end with people. Takes you from a position of thinking to a position of knowing. Enables better (more informed) decision making. Empower and inspire people to think differently.

BE HONEST

#DrivePurpose - Be comfortable admitting you don't have all of the answers. Be empathetic. Learn to see things through different sets of eyes. Look for insight and inspiration everywhere. Link to strategy. Celebrate your failures and learn from them.

BE YOU

#UnlockPotential - Be more in love with problems than solutions. Focus on why, not what or how. Motivate and inspire. Combine logic and emotion. Focus on relationships. Coach the project team; do with not for.

Keeping Bromford future ready.

In 2017 we embarked on an ambitious programme to transform the way we work, and at the start of 2018 we signed an agreement with Microsoft and HCL to become our delivery partners. At the heart of the programme is a goal of increasing organisational capability through the simplification of our processes and ways of working. We will also move to a small number of integrated systems used across the whole of the new organisation, enabling clear efficiencies to be delivered as set out in the business cases to bring the three legacy organisations together. Importantly, the new ways of working enabled by the systems are scalable too.

Between now and the end of 2023 our ambitious goals are:

		How we will measure progress	
Goal	**How we achieve this**	**End of 2020**	**End of 2023**
We want to deliver a Bromford where there is a simpler more consistent experience for customers and colleagues	Through the delivery of programmeOne	We will have delivered key technology milestones of programmeOne as set out in the Business Case	
		73% of programme outcomes achieved	100% of programme outcomes achieved
		Cashable benefits will total £3.4m	Cashable benefits will total £28.4m
		Colleagues who believe the programme has delivered its objectives 80%	Colleagues who believe the programme has delivered its objectives 95%
We want to effectively integrate old Bromford, Merlin and Severn Vale into one organisation	Through a well-designed and executed Integration Project Plan	We will have completed the integration phase of the two business cases	We will be realising an annual saving of at least £5.2m
We want to explore the extra value we can deliver to our customers through the use of their data both at an individual and community level	By establishing one or more partnerships with organisations to share our data with to the benefit of customers directly or indirectly By using our customer data to inform a pipeline of service improvements	A customer value metric to be determined in the future	A customer value metric to be determined in the future
We will have the workspaces we need to deliver the services that enable us to achieve our strategy	We will formulate and execute a workspaces plan that allows the business to deliver effectively the services our customers and colleagues need	We'll have a plan in place to improve the quality of how we work from a much smaller footprint	We'll have implemented our plan, reducing our workspace by >40,000 sq ft but creating great workspaces for colleagues

OUR APPROACH TO CROSS TEAM COLLABORATION

PROBLEM DEFINITION

DESIGN

TEST

PILOT

KILLED

PROJECT DELIVERY

BUSINESS AS USUAL

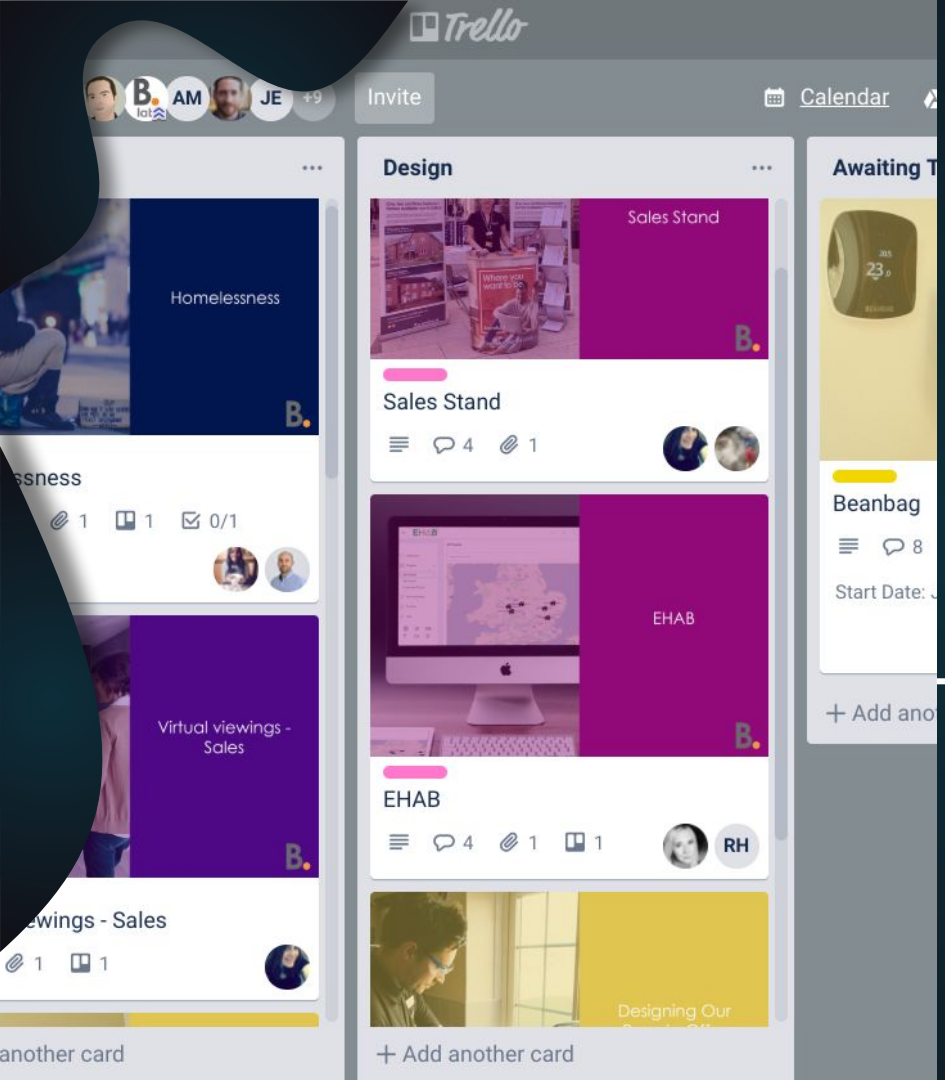
DESIGN GROUP - A MULTI-DISCIPLINARY TEAM WHO BRING PEOPLE TOGETHER TO SOLVE THE RIGHT PROBLEMS

Using technology to boost transparency with the organisation and public

Bad News: it means moving away from email

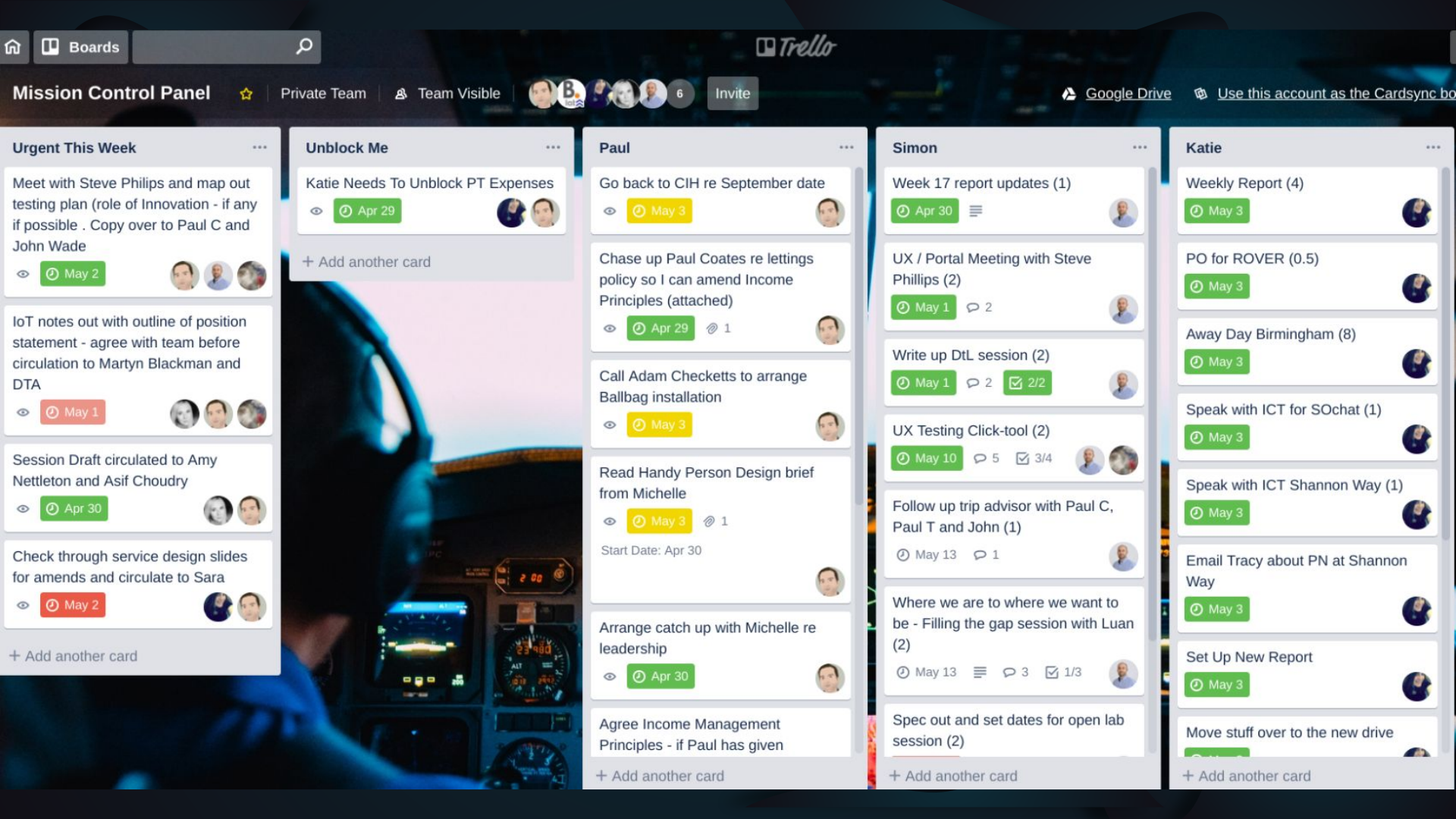
The emphasis on new technology to moderate our workdays isn't necessarily making our work better or making us more productive

We need new behaviours not just new tools



WORKING OUT LOUD

Open working builds public trust


Boards
Trello
Mission Control Panel
Private Team
Team Visible
6
Invite
Google Drive
Use this account as the Cardsync bo
Urgent This Week
Meet with Steve Philips and map out testing plan (role of Innovation - if any if possible . Copy over to Paul C and John Wade
May 2
IoT notes out with outline of position statement - agree with team before circulation to Martyn Blackman and DTA
May 1
Session Draft circulated to Amy Nettleton and Asif Choudry
Apr 30
Check through service design slides for amends and circulate to Sara
May 2
+ Add another card
Unblock Me
Katie Needs To Unblock PT Expenses
Apr 29
+ Add another card
Paul
Go back to CIH re September date
May 3
Chase up Paul Coates re lettings policy so I can amend Income Principles (attached)
Apr 29
1
Call Adam Checketts to arrange Ballbag installation
May 3
Read Handy Person Design brief from Michelle
May 3
1
Start Date: Apr 30
Arrange catch up with Michelle re leadership
Apr 30
Agree Income Management Principles - if Paul has given
+ Add another card
Simon
Week 17 report updates (1)
Apr 30
UX / Portal Meeting with Steve Phillips (2)
May 1
2
Write up DtL session (2)
May 1
2
2/2
UX Testing Click-tool (2)
May 10
5
3/4
Follow up trip advisor with Paul C, Paul T and John (1)
May 13
1
Where we are to where we want to be - Filling the gap session with Luan (2)
May 13
3
1/3
Spec out and set dates for open lab session (2)
+ Add another card
Katie
Weekly Report (4)
May 3
PO for ROVER (0.5)
May 3
Away Day Birmingham (8)
May 3
Speak with ICT for SOchat (1)
May 3
Speak with ICT Shannon Way (1)
May 3
Email Tracy about PN at Shannon Way
May 3
Set Up New Report
May 3
Move stuff over to the new drive
+ Add another card

PROTOTYPE
CO-OP DIGITAL - HALF DAY DOOR KNOCKING

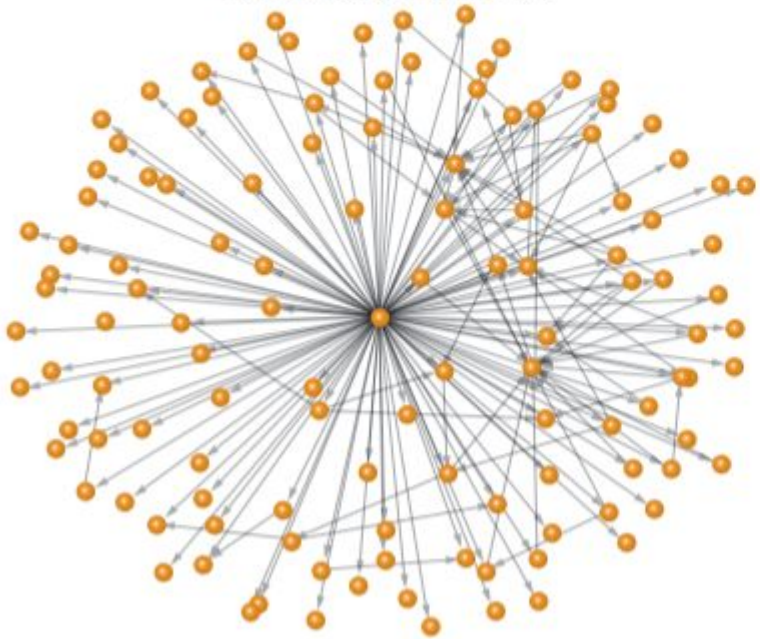
TEST
R.O.V.E.R MOBILE OFFICE - 1 DAY TEST

PILOT
BD15 FFW
Bromford.
bromford.co.uk
STARTING WELL ENGINEER - 12 MONTH PILOT

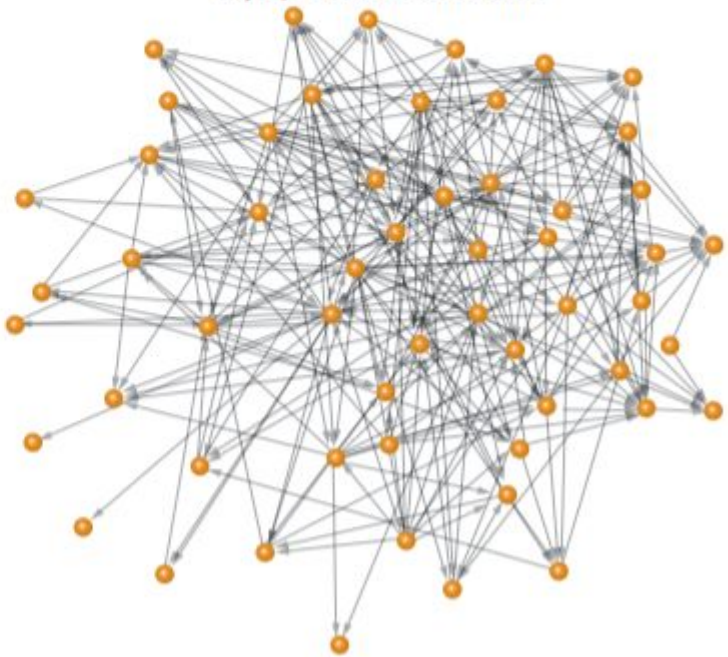
COMPARING TWO TWITTER NETWORKS

Although employees A and B follow approximately the same number of Twitter accounts, A's network is far more diverse than B's. For the most part, the people employee A follows are not following each other, which is more conducive to innovation and better idea generation. Compact Twitter networks like employee B's provide redundant information and are less conducive to ideation.

Employee A's Twitter Network



Employee B's Twitter Network



Joy's Law: the principle that no matter who you are, most of the smartest people work for someone else

THE CHALLENGE

A week last Sunday evening, more than 6 million people gathered online via streaming services such as Twitch and YouTube to watch the end of the world

40% of people will meet their future partner online, not in a physical community

How lonely are Europeans?

Loneliness is measured with two indicators:

1. *Lonely individuals* are those who report feeling lonely 'most of the time', 'almost all' or 'all of the time' in the past week

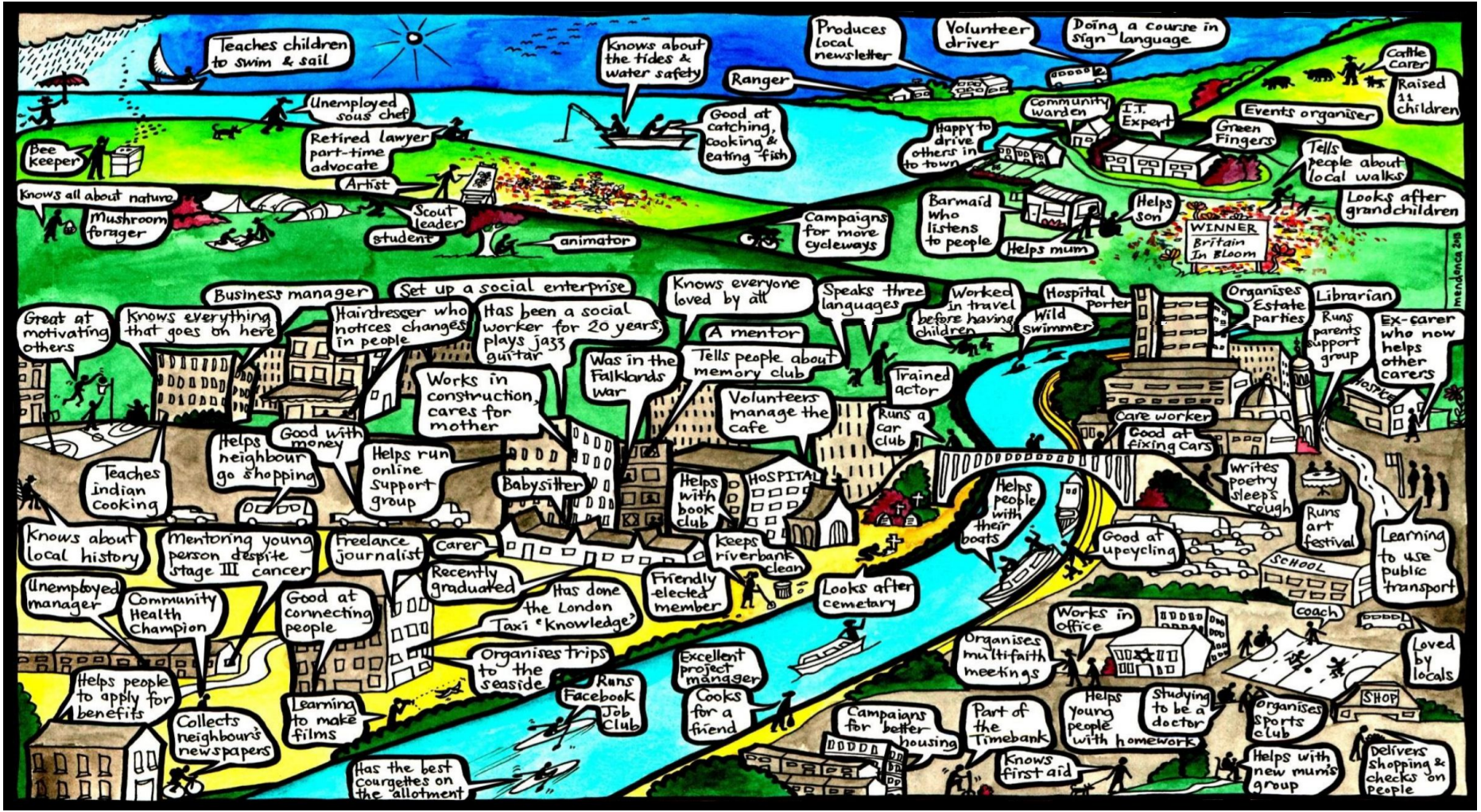
2. *Socially isolated individuals* are those who meet socially with friends, relatives or work colleagues at most once a month

7% frequently feel lonely

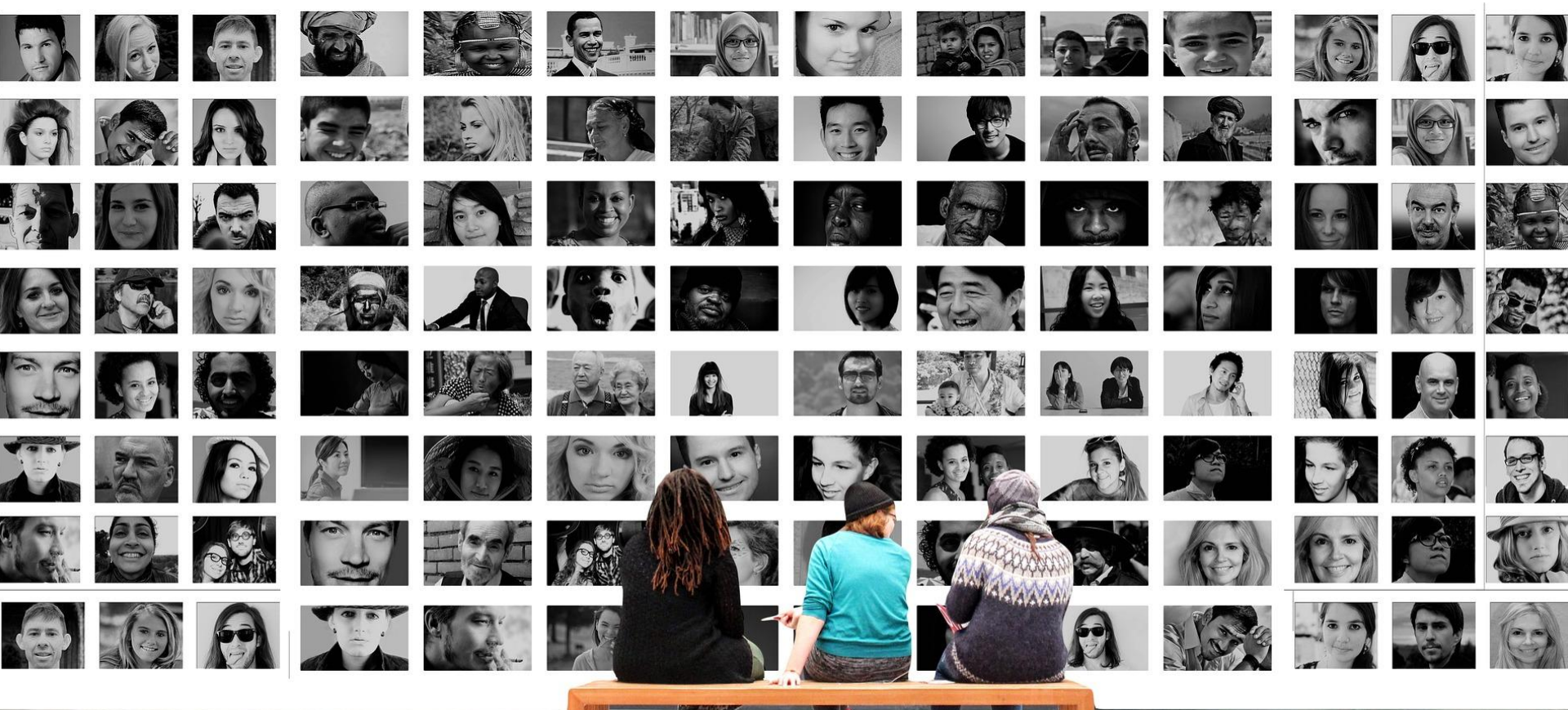
18% meet others at most once a month

of all Europeans aged over 15

Eastern and Southern Europeans are lonelier and more socially isolated than Western and Northern Europeans


Teaches children to swim & sail
Knows about the tides & water safety
Produces local newsletter
Volunteer driver
Doing a course in sign language
Cattle carer
Raised 11 children
Ranger
Unemployed sous chef
Good at catching, cooking & eating fish
Community warden
I.T. Expert
Events organiser
Green Fingers
Bee keeper
Retired lawyer part-time advocate
Happy to drive others in to town
Tells people about local walks
Artist
Knows all about nature
Mushroom forager
Scout leader
student
animator
Campaigns for more cycleways
Barmaid who listens to people
Helps son
Helps mum
WINNER Britain In Bloom
Looks after grandchildren
Business manager
Set up a social enterprise
Knows everyone loved by all
Speaks three languages
Worked in travel before having children
Hospital porter
Organises Estate parties
Librarian
Great at motivating others
Knows everything that goes on here
Hairdresser who notices changes in people
Has been a social worker for 20 years, plays jazz guitar
A mentor
Wild swimmer
Runs parents support group
Ex-carer who now helps other carers
Was in the Falklands war
Tells people about memory club
Trained actor
Works in construction, cares for mother
Volunteers manage the cafe
Runs a car club
Care worker
Good at fixing cars
Good with money
Helps neighbour go shopping
Helps run online support group
Babysitter
Helps with book club
HOSPITAL
Writes poetry sleeps rough
Teaches Indian cooking
Helps people with their boats
Runs art festival
Knows about local history
Mentoring young person despite stage III cancer
Freelance journalist
Carer
Keeps riverbank clean
Good at upcycling
Learning to use public transport
Recently graduated
Has done the London Taxi 'Knowledge'
Friendly elected member
Looks after cemetary
SCHOOL
Unemployed manager
Community Health Champion
Good at connecting people
Works in office
Coach
Organises multifaith meetings
Loved by locals
Organises trips to the seaside
Excellent project manager
Runs Facebook Job Club
Helps people to apply for benefits
Cooks for a friend
Studying to be a doctor
SHOP
Learning to make films
Collects neighbour's newspapers
Campaigns for better housing
Part of the Timebank
Helps young people with homework
Organises sports club
Knows first aid
Helps with new mums' group
Delivers shopping & checks on people
Has the best courgettes on the allotment

How can we use the power of technology to connect and collaborate at scale across the public sector?



YOU CAN'T CHANGE THE WORLD
ON YOUR OWN.
BUILD MOVEMENTS.
B.
lab

THANKS!

Does anyone have any questions?

@paulbromford
lab@bromford.co.uk

slidesgo