

Comment

At Tricordant we think productive and cost-effective organisations are built around alignment between the interwoven dimensions of identity, strategy, systems and culture. The Tricord model is our lens on the world. The harsh reality of the current economic climate means there isn't space for woolly thinking; consulting models are of limited use to clients at present unless they deliver cost savings and better services. In this edition we feature reports on three of our recent projects that have done just that. We also add our voice to Porter and Kramer's Big Idea for Creating Shared Value – tell us what you think.

Cause for Thought -

Is Our Product Good For Our Customers?



Those familiar with Tricordant will know we are passionate about encouraging businesses (as well as public service or not-for-profit organisations) to be clear about their identity, their core purpose. In turn we want them to understand how identity translates through their organisations' strategy, systems and culture into their service or product offer to the market.

This passion for higher purpose seems at odds with the apparent image of business as driven by maximising shareholder return and the obsession with quarterly financial results. While we knew we were not alone in this thinking, a very weighty voice has just added their support to a move away from the focus on short term results and shareholder returns.

Michael Porter is one of the most influential thinkers about business of the last 30 years, often credited as the father of significant ideas about business strategy and competitive advantage. In a recent (Dec 2010) Harvard Business Review article Porter and his co-author Robert Kramer make the case for a shift of business focus to creating "shared value" – "creating economic value in a way that also creates value for society by addressing its needs and challenges".

Initially they explore 3 avenues by which companies can create shared value

- Re-conceiving products and markets - for example food companies that traditionally traded in taste and quantity are now focussing on the more fundamental need of better nutrition.
- Redefining productivity in the value chain - in the retail environment reducing packaging and re-routing deliveries is good for the environment

but also saves the company money.

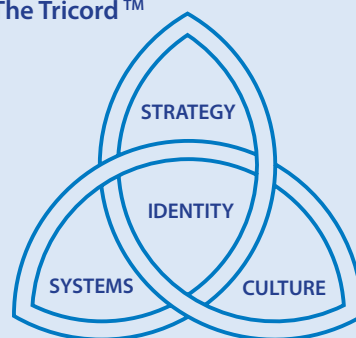
- Enabling local cluster development - identifying local weaknesses in the system such as logistics, education or service provision and then investing and building partnerships to improve them.

We would like to add to their hypothesis. For example, while the idea of products being good for a customer is admirable, what about work being good for employees? As Frederick Herzberg wrote "if you want employees motivated to do a good job, then give them a good job to do".

Porter and Kramer conclude their article by saying "Businesses must reconnect company success with social progress. Shared value is not social responsibility, philanthropy, or even sustainability, but a new way to achieve economic success. It is not on the margin of what companies do but at the centre. We believe that it can give rise to the next major transformation of business thinking."

If this sparks your interest then follow-up by reading the HBR article, Michael E Porter, Mark R Kramer 'The Big Idea: Creating Shared Value' (Dec 2010), downloading an extended interview with Michael Porter from www.bbc.co.uk/programmes/b00xj0r4; or get in touch with us to find out more about our perspective and thinking.

The Tricord™



ChildFund – Measuring Success

In our February edition, we featured our work in improving the global effectiveness and efficiency of ChildFund’s sponsorship work with over 700,000 sponsored children. Over \$2m savings were identified as part of that work.

We have now done work to measure their success in achieving their mission of “transformative relationships between sponsors, children, families and communities”.

We tackled the work by looking at the three key parts of “transformative sponsorship relationships” which we analysed as:

1. **Child Engagement** – ensuring children are actively engaged and develop through the process of interacting with their sponsor, e.g.

through writing and development events.

2. **Sponsor Engagement** – ensuring that sponsors are educated through the process of sponsorship, developing a deeper understanding of the children, families and communities they are involved with.

3. **Child-Sponsor Relationship Management** – actively managing the development of the sponsor-child relationship from being a basic donor, to an involved supporter and ultimately to being an advocate for children’s well being and rights.

We were able to define practical measures of achieving the mission in these three areas. An example for sponsor engagement was the net promoter score – a measure of whether



sponsors would recommend ChildFund to other potential sponsors. In the area of child-sponsor relationship management, we defined a relationship journey from awareness, through donor and sponsor to advocate, by which we could measure the progression of these relationships.

We believe this work offers a real example of how organisational success can be measured, beyond pure financial measures.

For more details please contact: Paul Lambert, Director, Tricordant Ltd, paul@tricordant.com,

Beyond Distributed and Shared Leadership



As an Arsenal fan, it pains me to admit that my team might have something to learn from Manchester United. However, as they collected their 12th League title under Sir Alex Ferguson, the BBC declared him to be the “great team builder”. He

has an ability to

spot potential and weave it together in an integrated, high performing team, with great team role models and leaders on the pitch (e.g. Giggs, Beckham and Scholes) over a sustained period of time.

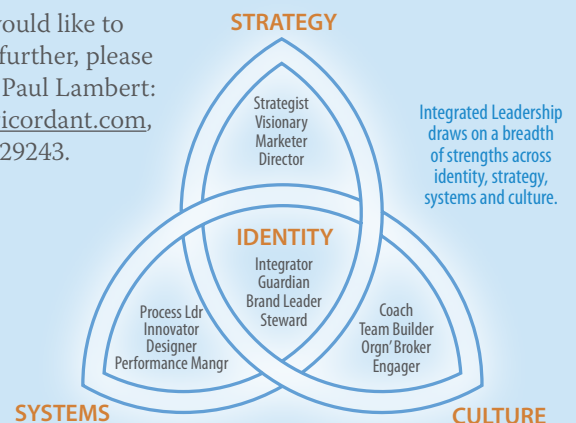


There is much talk in management circles about leadership being **shared** or **distributed**. There is also much truth in the inadequacy of a single leader over a leadership team – the excellent 2007 Harvard Business Review article “In Praise of the Incomplete Leader” stated:

“Leaders who choose only people who mirror themselves are likely to find their organisations tilting in one direction, missing one or more essential capabilities to survive in a changing complex world.”

Studies such as Collins and Porras (Built to Last and Good to Great) show however that high performing teams are more than **distributed** or **shared**. That’s where we believe **Integrated Leadership** comes in. Great leaders (Collins cites Ghandi and Christ alongside the CEO of Gillette) **integrate** teams around a shared purpose (identity) – drawing out leadership capabilities in strategy, systems and culture (see diagram). These capabilities are then used externally (e.g. market strategy) or internally (e.g. managing performance). We measure these capabilities through the **Tricordant Integrated Leadership Diagnostic Tool**.

If you would like to discuss further, please contact Paul Lambert: paul@tricordant.com, 07956 629243.



Services for Older People

Over the last 12 months we have spoken and written a lot about our ideas for joined up services for older people. Understandably a challenge has been “sounds good in theory and on paper, but can you show us the results?” Now the results are coming in.

In 2009 South East Essex PCT engaged us to develop a partnership strategy for care for the elderly. As a result, the PCT planned savings of £7 million a year (the “paper” savings). We were recently engaged to do a stock-take of progress and found that they are on track to deliver £9.4 million savings this year, exceeding the initial expectations by 34%. As a result we are now helping South West Essex to develop their



whole-system unplanned care strategy, with a particular focus on older people’s services.

In North East Essex meanwhile the local health and social care economy has a track record of delivering a very strong performance in managing the pressure of unplanned admissions to hospital. Building on the Older People’s pathway our work has been about helping a good system to get even better. We’ve helped design and implement the Crisis Response Service (see separate feature) and also undertaken an evaluation of urgent care services comprising:

- Review of commissioner expectations.
- Qualitative and quantitative evaluation.
- Development of financial model including costs and savings of pilot projects.
- Identifying and exploring system issues through a stakeholder workshop.

The evaluation will contain recommendations for future

Crisis Response Services



In February we told you about the NHS North East Essex commission to conduct a Deep Dive project to investigate a 15% increase in unplanned admissions to their main hospital. One output of the project was to establish a Crisis Response Service (CRS) as an action learning pilot.

The CRS provides rapid assessment and short term health and social care support to people experiencing a crisis which would otherwise lead to a hospital attendance or admission.

We applied our whole system approach to empower the CRS staff to learn from each other and to engage the whole system.

The CRS pilot has operated from 30 November 2010 to date with the following results:

- Hospital admissions were avoided for 98% (349) of patients referred.
- 52% of referrals were from Social Care and 48% from the NHS.
- The whole system savings estimated to date for health and social care are £1000 per referral.
- The savings are expected to increase substantially as the service has moved to 24/7 and as awareness of the service grows.

Service users have really appreciated the CRS:

“I thought the whole service we received was very professional and the support was excellent. I can’t thank them enough.”

“I am very happy with all the support I have received. The staff were brilliant.”

David Cohen, Assistant Director of Community Services recently said in the press: “We are very pleased with the success of the project. This is a co-ordinated approach to offering the most appropriate care to people which has the dual advantage of benefiting the individual who doesn’t have to go into hospital, as well as relieving the pressure on hospital beds during the winter months.”

If you would like to learn more about this project please contact: Alastair Mitchell-Baker, alastair@tricordant.com or 0777 568 4868, or Nick Richmond, nick@tricordant.com or 079 7987 5233.



improvements to urgent care pathways and services for commissioners.

If you would like to learn more about any of these projects please contact: Alastair Mitchell-Baker, alastair@tricordant.com or 0777 568 4868, or Roger Greene,

roger@tricordant.com or 07722 369972.

You can download our brochure **Joining up services for older people in health and social care** from <http://www.tricordant.com/insp05.htm>

Improving Life Chances in Salford



Despite major investment and multiagency effort, the situation of several of the most deprived populations in Salford in Greater Manchester has not improved sufficiently over the last 20 years.

Salford has very impressive public service partnership working and a really solid history of joint working and investment. They have a clear vision for

unified public service delivery.

A part of its strategy to address health needs, using the principles of neighbourhood reform and Total Place, was for NHS Salford to transfer its Health Improvement staff to the City Council in April 2011. In parallel with the “transactional” transfer we were engaged to deliver a plan for “transformational” integration of the outreach and engagement elements of the Neighbourhood Management, Health Improvement and Skills and Work services. Another case of supporting the good to get even better!

Still a work in progress, the proposed solution is to develop joint commissioning between Salford City Council and NHS Salford of an integrated Well-being service, based on

the following key themes:

- A “5Es” well-being journey of significant events (Engage, Encourage, Equip, Enable, Establish).
- Integrated Outreach and Engagement teams built around the first 2Es, Engage & Encourage.
- A Neighbourhood Well-being Manager role operating within City Council governance arrangements.
- Case coordination of individual residents, families and communities through the journey.
- Building social capacity into the well-being commissioning specification.

If you would like more information, please contact Roger Greene, roger@tricordant.com or 07722 369972.

Spreading the Word!

EMAP Older Peoples’ Services Congress



Alastair Mitchell-Baker and Roger Greene presented at the EMAP Older People’s Care Congress in Manchester in March, on delivering high-quality care and cost savings through partnership working across health and social care. They focused particularly on the person centred health and care pathway and the best practice catalogue of 20 key interventions in health and social care to improve quality, user experience and cost effectiveness. At the end of the session they even got a delegation of Audit Commission staff requesting permission to use the investment/benefit matrix model for health and social care!



Cross-Sector Leadership Exchange:

In April Paul spoke at the Cross-Government Leadership Exchange on Integrated

Leadership. This group comprises of heads of workforce, learning and leadership from large organisations in the public sector. The session covered how the Tricordant Integrated Leadership Diagnostic can practically aid their teams. The Health Protection Agency and NHS Blood Transfusion both want to work with Tricordant on this as a result. For more details contact Paul at paul@tricordant.com or on 07956 629243.



Organisation Design Forum

Alastair and Tim recently attended the annual Organisation Design Forum conference in Austin Texas

on ‘Beyond Structure: Designing for Engagement in the New Normal.’ They met up with old and new friends and explored issues in the field such as the design of innovation driven networks, adaptive organisations, employee engagement in rapid change and co-production of new working practices.

Service Offers

If you would like to know more about what we do, and the kind of services we offer, we are putting together a set of brochures you can access via our website at <http://www.tricordant.com/insp05.htm> So far, you will find brochures for all sectors on:

- Intelligent cost reduction.
- Integrated leadership.
- Tomorrow’s workforce.
- Getting benefits from outsourcing.

Specifically for the NHS and local authorities you will find brochures on:

- Joining up older people’s services.
- Delayed transfers of care.