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Exploring and understanding Head, Heart and Hands leadership

Accelerated Reform Fund (ARF)
Online learning workshop - July 2024

Before we start...

Introductory video to the ARF

Accelerating Reform Fund programme - SCIE

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Accelerating Reform Fund

The Department for Health and Social Care (DHSC) has launched a £42.6 million Accelerating Reform Fund (ARF) to boost the quality and accessibility of adult social care by supporting innovation and scaling, and kickstarting a change in services to support unpaid carers.


Last updated: 24 April 2024

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About the fund

The Accelerating Reform Fund (ARF) focuses on embedding and scaling approaches to transform care and support including for unpaid carers, who play such a vital, selfless role in our society. This will accelerate progress towards the government's social care vision where people have choice, control and support to live independent lives, and where care and support is of outstanding quality and is provided in a fair, accessible way.

Local authorities have registered their interest with the DHSC, in partnership with others, in their integrated care systems, to fund local innovation projects. They are expected to work collaboratively with others such as the NHS, care providers, voluntary and community sector groups, including unpaid carers. The ARF is supporting at least two projects per region, one of which will focus on unpaid carers, and consider co-production with both care recipients and unpaid carers, ensuring they are inclusive of local diverse needs.



What is Head, Heart and Hands Leadership?

A framework introduced by educationalist David Orr in the 1990's and has grown into a successful leadership model since 2008 (Sipos, Battisti and Grimm)

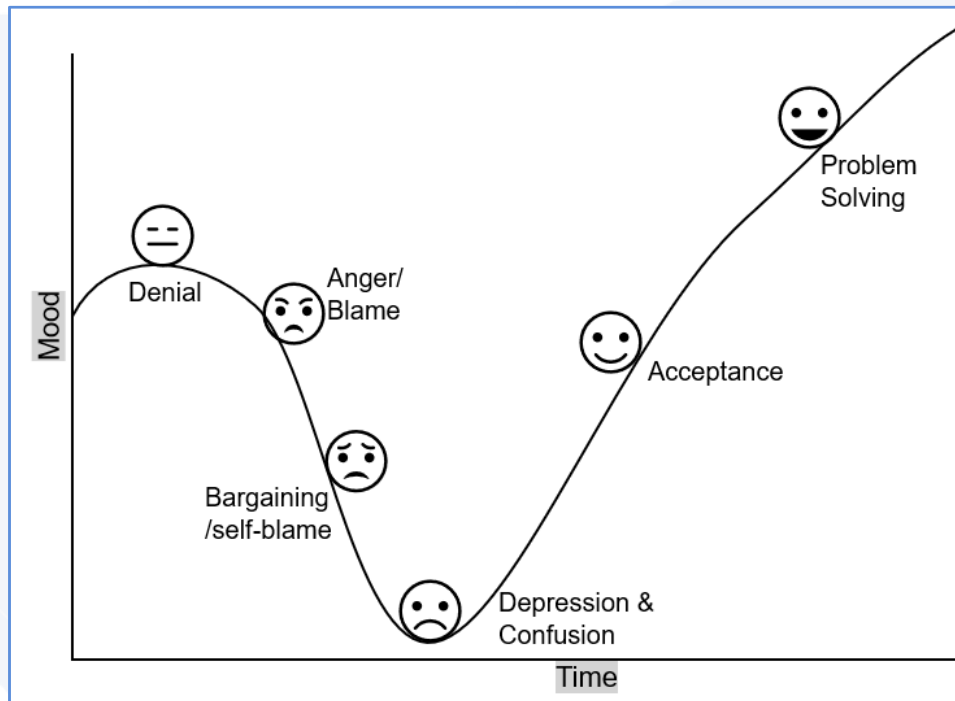
Supports transformative change as it appeals to three key motivational drivers of all humans,

- the head (analytical),
- the heart (emotional)
- the hands (logistical)

Main message - when planning for change, consideration of the motivational drivers on the people that it will impact, will enable you to identify potential problems for you to mitigate but also provide the opportunity for you to create a narrative within which to stimulate change

Key things to consider: The human response to change

The Change Curve



*“When we do change to people, they experience it as **violence**. But when people do change to themselves, they experience it as **liberation**”.*

Rosabeth Moss Kanter –
Harvard Business School

Three motivational drivers of humans



The head is the centre of logic, reason and analysis – asks the question ‘Why?’



The heart is the emotion, the passion and the inspiration.



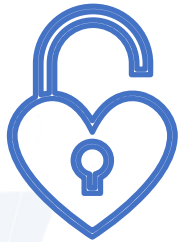
The Hands are about action, goals and practical effects.

Key things to consider - head



Example of questions to ask to help you engage the head:

- Why should we
- What's wrong with our current ...
- What benefit will we gain?
- What happens if we don't change what we're doing?



Questions to consider to create a story that appeals to your employee's/stakeholders emotional side:

- What excites the person/s? (i.e. Their values)
- How can you empower the person/s on this journey ?
- How will changing XYZ affect ABC ?
- What will you do to balance this?
- How can you make them feel important and essential to the change? (i.e. Their emotions)

Key things to consider - hands



Questions to consider to help you appeal to the hands:

- How will we execute this?
- How will my job change?
- Will we get training and how will that work?
- Are the current processes and policies we follow being re-written?
- Is my job going to stay the same or radically change?

Why is the relevant for the ARF?

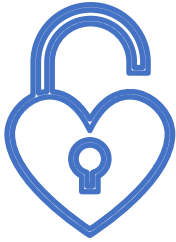
“You cannot delegate culture change. The culture is not “out there ” somewhere; it is in you — in your gut, your heart, and your mind. You can no more have someone else change the culture for you than you can have someone else change your mind. It is that fundamental. If you want others to commit, then you commit first. If you want others to adapt and change, then take the lead.”

Some key areas of challenges and risks within the submitted ARF projects have been around

- Stakeholder engagement
- Stimulating change
- Embedding change

Head, Heart and Hands provides a useful tool for you to consider when trying to progress your projects.

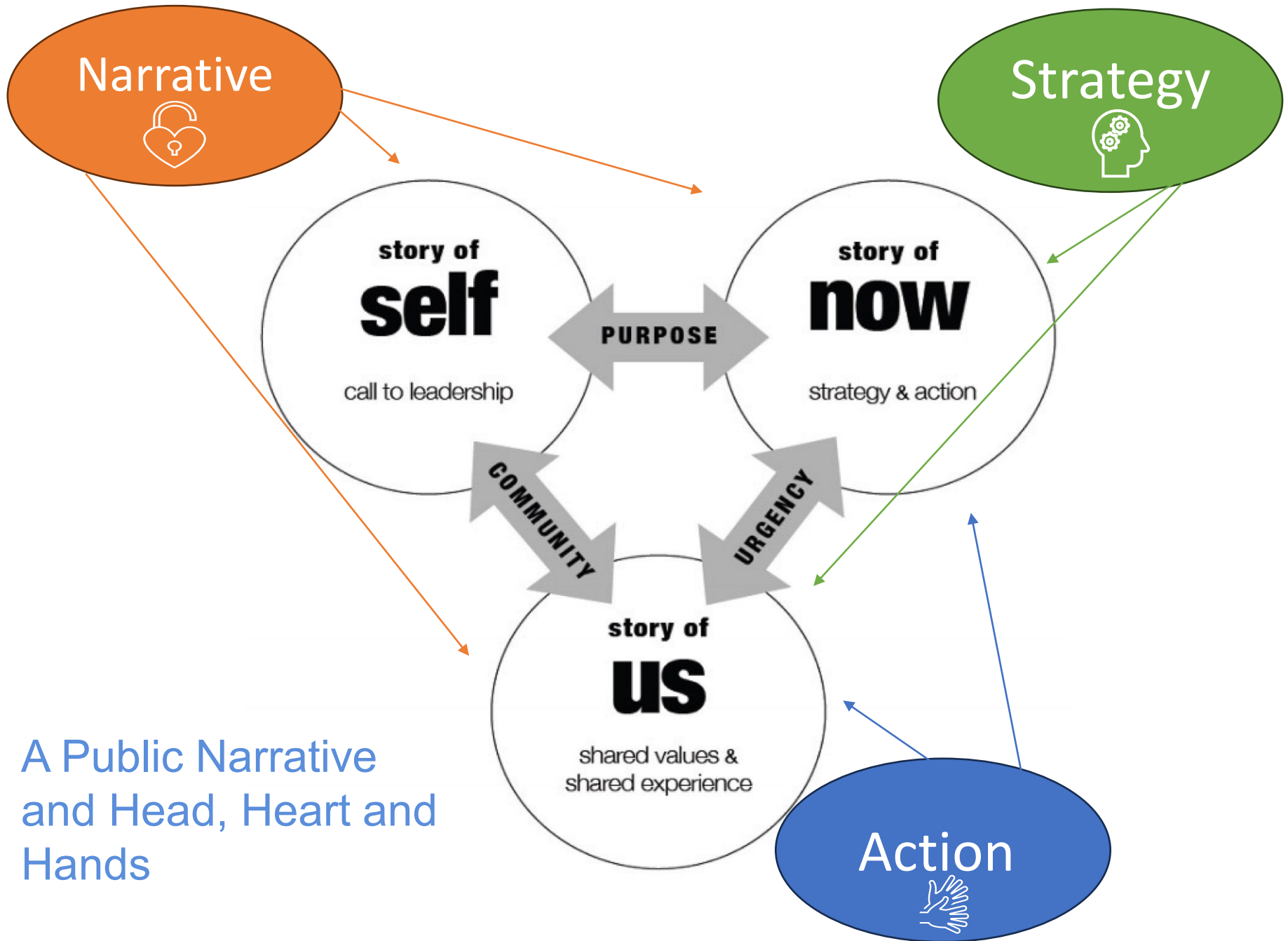
Additional motivation can be gained by combining this with the with the public narrative model.



A Public Narrative is a story, a powerful story, that you can create utilizing the Head, the Heart and the Hands

It attaches the listeners to understand why there is a need for change

Story of Now – what is going on? Why do we need to change? How can we change?



Breakout Groups – Thinking about your ARF project...



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- Why should we
- What benefit will we gain?
- What happens if we don't change what we're doing? (what is wrong about the current status quo)



- What excites the person/s?
- How can you empower them on this journey ?
- How can you make them feel important and essential to the change?



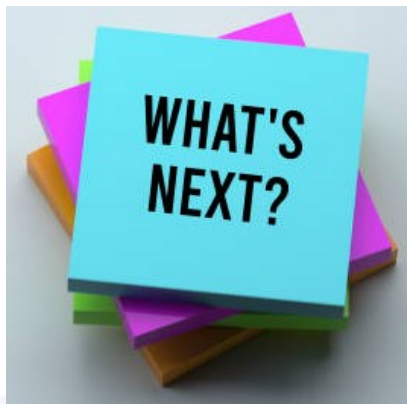
- How will we execute this change?
- Will my job change? Will we get training, new policies and procedures, etc?



20 Mins

How can you turn this into a public narrative?





innovation@scie.org.uk

SCIE – We will send a survey to understand what has gone well and what we can do better

arfevaluation@ipsosresearch.com

Ipsos - Ipsos will be conducting surveys and interviews with relevant stakeholders to evaluate the programme's processes and emerging impacts.

The slides, key message and identified tools will be uploaded to SCIE's website



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Thank you

For more information please visit

www.scie.org.uk (ARF) or email

innovation@scie.org.uk

www.scie.org.uk



YouTube