

Interpreting your Results Wheels and developing your action plan in Emerging Minds Focus

Who is this resource for?

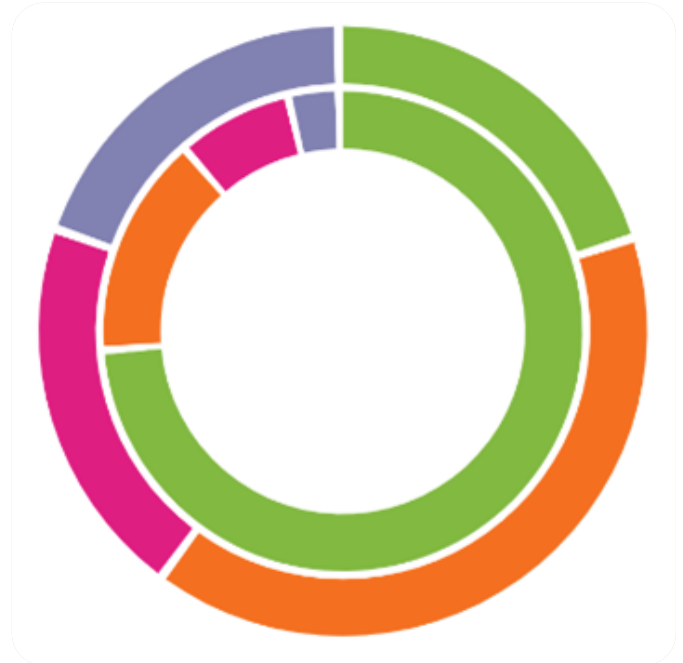
This resource has been developed to support Change Teams to interpret their Results Wheels within the Emerging Minds Focus tool and develop an action plan. It will guide Change Team members toward a shared understanding of their Results Wheels, and will support Facilitators in leading the Change Team's collective analysis in a structured way.

A quick overview of Emerging Minds Focus

Emerging Minds Focus supports systemic and sustainable change by promoting organisational thinking that moves beyond training alone. It is underpinned by the following considerations:

- The success of using the tool is dependent on relational work, based on respect, collective understanding, reflection, wisdom and action.
- Systems change and quality improvement need to be supported within an authorising environment.
- Quality improvement is incremental, with the high parts of the system (organisational attributes) supporting change at the service and practice levels.
- Quality improvement takes time and needs to be a planned process.
- Time and resources need to be considered, prioritised and allocated for success.

The attributes outlined in Focus support an ecological, intergenerational response to infants, children and families' wellbeing and are designed to promote a systems approach to establishing and sustaining change across an organisation. They encourage curiosity and planning through a considered approach to supporting infant and child mental health, development and family wellbeing across all entry points and types of services.



Action planning is designed to ensure barriers, opportunities, resources and processes to support change can be clearly articulated and presented to executive leadership or boards of management for consideration and authorisation. Focus is designed to promote curiosity and inform quality improvement by bringing collective organisational wisdom to the fore through regular targeted discussions. Time for these discussions needs to be allocated to ensure the Change Team can come together and bring their varying ideas and thoughts to the action planning table.

What are the Results Wheels?

Once the Organisational and Change Team surveys are closed, the data against each attribute will be presented in Focus as dynamic, coloured Results Wheels.

What data are displayed within the Results Wheels?

The Organisational Survey and the Change Team Survey contain the same attributes. Each attribute is assigned a rating. Each rating option is associated with a colour, where green is 'In place', orange is 'Partially in place', pink is 'Not in place', purple is 'Unclear', and grey is 'Not relevant' (Figure 1).

- In place
- Partially in place
- Not in place
- Unclear
- Not relevant

Figure 1. Attribute ratings


Emerging Minds Focus can display different data in the Results Wheels on the 'Assessment' page. The Results Wheels can be displayed in three formats:

- **My Results vs Change Team:** An inner wheel displaying individual results, and an outer wheel displaying the collective results of your Change Team.
- **My Results vs Organisation:** An inner wheel displaying individual results, and an outer wheel displaying the collective results of your organisation.
- **Change Team vs Organisation:** An inner wheel displaying the collective results of your Change Team, and an outer wheel displaying the collective results of your organisation.

By comparing these data, you will identify consensus or differences between how attributes are considered within your organisation. The option you select will determine what is displayed.

The default option as indicated in the bottom left tab on the 'Assessment' page, which will appear as

Showing: My Results vs Change Team

To change what data is displayed, select the  on the tab and choose a new option. The Results Wheels will change in real-time.

Compare your Results Wheel

- My Results vs Change Team
- My Results vs Organisation
- Change Team vs Organisation

Figure 2. List of Results Wheels options

Results Wheels for areas

Results Wheels in the 'Areas' column collate and display individual ratings, along with the collective ratings of your Change Team or organisation, for all attributes within that area.

Example 1: My results vs Change Team

The inner wheel displays the individual's ratings of attributes within the 'Services' area, while the outer wheel displays the collated Change Team ratings for attributes in that area.

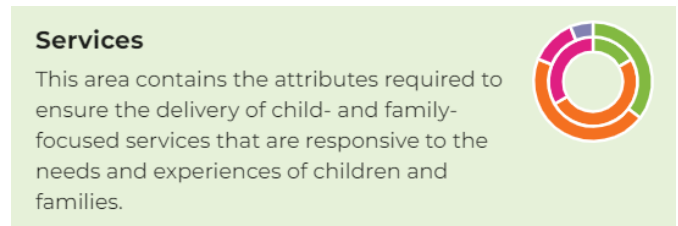


Figure 3. 'My Results vs Change Team' selected

Example 2: Change Team vs Organisation

The comparison option is changed and the Change Team's collective results are displayed in the inner wheel, while the outer wheel displays the collated Organisational Survey results for the area.

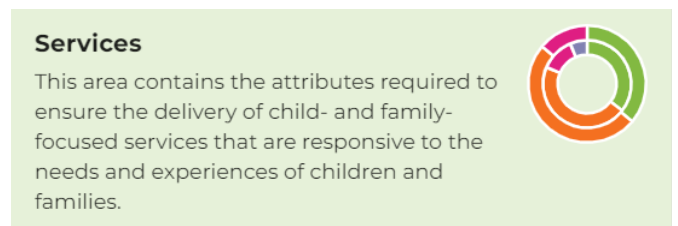


Figure 4. 'Change Team vs Organisation' selected

Note how the outer wheel in the first example, showing how the Change Team rated attributes in the 'Services' area, becomes the inner wheel in Example 2.

Results Wheels for attributes

Results Wheels in the 'Attributes' column can be also be displayed in three ways, two of which are outlined in the following examples.

Example 1

The green inner wheel indicates the individual rated the 'Child and family voice' attribute as 'In place', while the outer wheel displays ratings for all the Change Team members, including the individual member.

Child and family voice

The voices, needs and lived experiences of children and families are considered in service design, delivery and evaluation.



Figure 5. 'My Results vs Change Team' selected

Example 2

The Change Team's results for that attribute are now displayed in the inner wheel, while the outer wheel displays the Organisational Survey results.

Child and family voice

The voices, needs and lived experiences of children and families are considered in service design, delivery and evaluation.



Figure 6. 'Change Team vs Organisation' selected

What are the Results Wheels indicating?

The Organisational Survey encourages staff to give a quick response for all attributes. In contrast, Change Team members are drawn from across the organisation and given the time to provide considered responses when assessing each attribute. They are also encouraged to make comments against each attribute to add contextual knowledge.

Given these differences, you may find that the collated organisation data is more optimistic and rates attributes as being 'in place' or closer to being in place than the considered Change Team data. However, given the structure of most organisations, where the number of practitioners would be greater than front of house and executive staff, practitioner attributes may give an understanding of how knowledge confidence and service delivery is considered through practice. The Change Team is invited to be curious in reviewing the results and their rating comments. Patterns will start to emerge across the attributes.

The 'Change Team vs Organisation' option will help inform your quality improvement journey. It displays the collective results of your Change Team in the inner wheel, and the Organisational Survey in the outer wheel. This option is located at the bottom of the screen on the left. To access this option:

1. Go to the 'Results Wheel: how it works' section of the tool.
2. Select 'Compare your results'.
3. Select 'Change Team vs Organisation'.

This option will support your Change Team in identifying your organisation's strengths and areas for improvement.

What do the different colours in the Results Wheels mean?

- Predominately green in both wheels highlights organisational strengths.
- Green and orange in both wheels highlights opportunities for planned quality improvement. This can also suggest the potential for 'quick wins' within an area/attribute.
- Predominately pink in both wheels highlights the need for a quality improvement process, with planned and sustained effort to achieve change.
- Predominately grey in both wheels highlights the need to provide clarity around this area/attribute throughout the organisation.

-  In place
-  Partially in place
-  Not in place
-  Unclear
-  Not relevant

Figure 7. Attribute ratings

Analysing your Results Wheels

1. Start with the organisational overview

Select the 'Progress' tab – this will show two wheels. The outer wheel collates all data from the Organisational Survey; the inner wheel collates all data from the Change Team Survey.

The number of organisational responses will be highlighted at the bottom of the Wheels.

Take a moment to celebrate the 'greens' – all the areas in which your organisation is doing well.

2. Open the Assessment Summary

Data are further broken down in tables utilising the colours of the Results Wheels and percentages against the three areas. The collated percentages from the Change Team and the organisation are displayed.

- TEAM: refers to the Change Team Survey data
- ORG: refers to the Organisational Survey data

This view will help you to identify consensus and variance against an area and promote curiosity and conversation.

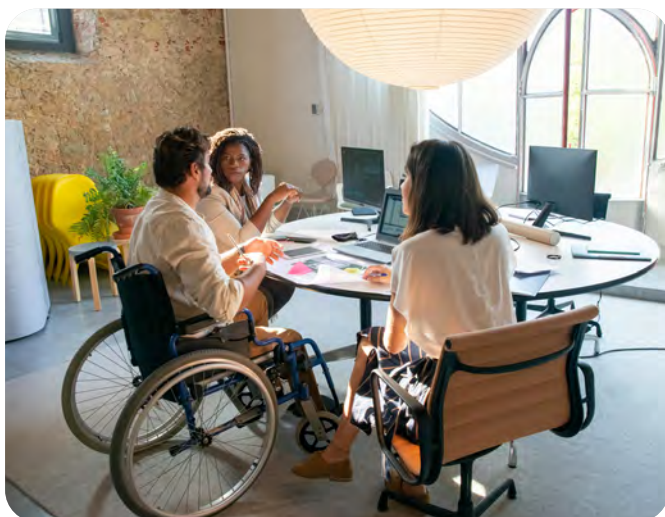
3. Open the Assessment tab

Organisational attributes support service and practice attributes, they can be a good place to start and may reduce the chance of people feeling overwhelmed. Remember, quality improvement is incremental and trying to do too much can interfere with small changes that are sustainable.

- Open the 'Areas' tab and select 'Organisation'. This will open the organisational attributes.
- Take time to consider what the data are telling you.

Questions to consider during your analysis

- What are our strengths and what should be celebrated?
- What surprises you about these results? What are you curious about?
- Which areas and attributes show consensus between the Change Team and the broader organisation? Note whether the results are showing consensus that an attribute is 'in place', 'partially in place' but needs some attention, 'not in place' and needs lots of attention, or if people are collectively 'unclear'.
- Which areas and attributes show differences in perspective between the Change Team and the broader organisation? Note whether the results show that the Change Team or broader organisation see progress as being at different stages, or if one group is more unclear about something than the other.
- Which attributes indicate opportunities for growth?
- Which attributes would require a lot of work to be done, and which might be 'quick wins' for your organisation?



Tips when analysing the Results Wheels with your Change Team

- Bring the conversation back as often as possible to what is smart realistic and achievable.
- Do not jump right to solutions. Instead, take the time to sit in the ambiguity and uncertainty, and allow curiosity to develop.
- Allow team members space to digest the results, as it could be a lot for people to interpret all at once. Consider offering multiple opportunities to review the data.
- Do not try to defend elements of the data or the organisation.
- Use the funnel approach outlined below – start big, then refine, refine, refine.
- The data invites you to be curious. Start with a longer Change Team meeting (i.e. 1–2 hours) and earmark what you want to revisit in later meetings.

After analysing the Results Wheels with your Change Team

1. Agree on which attributes should be prioritised.
2. Review the actions within these attributes.
3. Discuss what is achievable and consider creating a priority matrix like the 'impact/effort' example below.
4. Document your action plan and allocate the actions.

Developing your action plan

The insights taken from your Results Wheels will inform your organisation's quality improvement action plan. It is important to keep this plan flexible – whether that means adding new elements, pausing certain initiatives, or focusing on more achievable quick wins.

As you develop your action plan, deliberate attention needs to be given to timing, the resources needed (internal and external), and the barriers and facilitators to change. Also consider which attributes this change supports and add those to the plan.

Remember, this might be a bigger task and may need more resources than you currently have available, meaning your action plan may not get signed off by your executive team or leadership at this stage. This

is OK – attributes that fall into this category can stay marked as ‘Consider’ until the time and resourcing to progress them is available.

However, it is important to consider how attributes are connected – for example, most service and practice attributes need to be supported at the organisational level first. Even though completing the actions for an attribute might be a large piece of work, it may actually be good value and get you closer to your end goal by setting up the context for other attributes to be achieved. The action planning process will identify the work to achieve change in these areas.

It is also important to note that understanding processes to change strategic vision and/or policy can take time. Often this may fit with an allocated organisational review or strategic timeline. If so, some attributes may need to be marked as ‘Consider’ and allocated an indicative time.

As a practical starting point, consider focusing on three organisational attributes.

1. Identify a ‘quick win’ – an attribute with minimal variance that is mostly ‘in place’ or ‘partially in place’. This will close the gap in one area. Consider how this may support other attributes that are related in the service or practice areas.
2. Identify an attribute with some variance between the organisation and Change Team assessments –where the organisation data suggests the attribute is further from being ‘in place’ than the Change Team considered.

Choosing an attribute such as this will demonstrate to the organisation that you are working toward closing gaps. Use reflective questions to understand why there might be a perceived difference. For example: It could be that change has not filtered down; that a new policy or procedure has not yet been understood; or that training has not yet translated from knowledge into practical application.

3. Identify an attribute where both the organisation and the Change Team agree (to some extent) that there is a need for improvement. This attribute will appear more orange and purple, indicating it is further from being in place. This would highlight there is work to be done through a more intensive quality improvement process.
4. Go through the action planning process for your three selected attributes. Stop, pause and reflect. Do we have the resources to give energy to all

the items on our action plan at this stage? Do we need to have this endorsed by our executive team before we proceed?

5. Once you have considered the time, energy and resourcing needed to address your three chosen attributes, consider repeating this process across the service area and practice area. Do not try to select too many items; instead, where possible focus on attributes that are linked across areas.

Summary

Emerging Minds Focus has been designed to help your organisation to better support infant and child mental health, development and family wellbeing. It provides a structured approach to quality improvement, as follows:

Plan and reflect: The relational aspect of the planning process helps set a firm foundation. Reflective, open conversations bring knowledge and wisdom together to identify gaps in your service system, while seeking input from others will support change across all steps of the process.

Action planning: Take the time to develop a detailed action plan. By identifying barriers and facilitators, necessary resources (internal and external), timing and interconnected attributes, you can seek the endorsement needed for your work to gain attention in an authorising environment. Be prepared to adapt your plan, recognising that some tasks might require more resources than are currently available and may need to be deferred.

Review and adapt: Meet regularly with your Change Team to create a reflective environment where you can continuously assess the actions in your plan. Remember that the Change Team member who is allocated to an attribute is not expected to undertake all the work to meet that attribute, but to lead the actions and to report back. As a collective, the Change Team can review the action and report against the progress, adding new elements to the action plan or pausing certain initiatives as needed.