Template 6.5.2 Sources of Energy – assessing energy for change and taking action

Creating the conditions for change: **Energy for change** is a concept which can enable different and sometimes difficult conversations about what can best support change and service improvements. Responding at pace to rapid emergent change and sustaining change efforts is challenging – very often people reference how difficult it is to 'keep the energy going'. Having a frame of reference that enables you to consider different sources of energy is helpful. Positive energy can be increased by high levels of engagement and contributing in a meaningful way to deliver improvements for service users and staff. Keeping energy levels high requires constant assessment of where a team is at: What is enabling the team to perform? What is causing barriers to progress? What factors will strengthen team resilience?

Purpose
To support teams consider energy for change as a core element of creating readiness and supporting sustainability of service / quality improvements.

How to use it?
Use this Template to support individual and team reflection and meaningful conversations on 'energy for change'.
- Agree how you will facilitate the team conversation using the prompts below.
- Think about how best to create a reflective / learning culture – a safe place to share insights, concerns and hopes based on your experiences. Not a 'once off' but a regular opportunity to engage.
- Identify who will coordinate the learning efforts – think of ways to make it easy to gather and share insights given the pressures on staff.
- Agree what information you want to collect – use the suggestions as a starting point.
- Identify how you will come together to share and act on the learning – 'on the go', team huddles, learning sessions.
- Agree how you will share the learning and put an action plan in place.

Sources of Energy – Build Energy for Change

Spiritual
Social
Psychological
Intellectual
Physical

Source: Land, M. et al (2013: 16) [239]; NHS – Improving Quality (2013)
Adapted from: Hoopes, L. (2017) [216]
People's Needs Defining Change – Health Services Change Guide (2018: 60)
www.hse.ie/changeguide

Note: This Template is aligned to the Health Services Change Guide (live link)
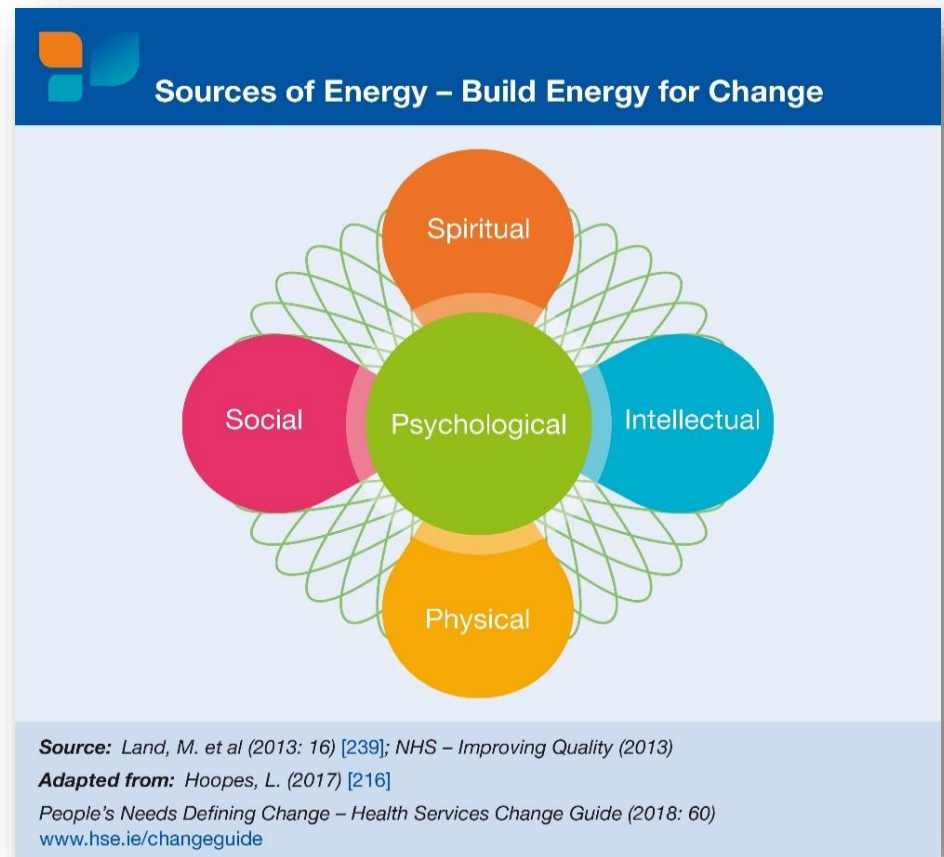
Template 6.5.2 Sources of Energy – assessing energy for change and taking action

Sources of Energy – assessing energy for change and taking action – consider the indicators below and suggested actions

Name of service / team:		Date:
Description	**Indicators** **Please consider the 'energy for change' indicators:** • **What is your assessment in the context of your team?**	**Suggested Actions** **Consider the suggested actions below to improve 'energy for change' within your team.**
Physical energy: How physically demanding will the change be?	**The energy of action, getting things done and making progress.** • Making time for periods of reflection and renewal • Shared commitment to getting things done • Having enough time to work on the change • Ability to respond flexibly when things change • Sense of vitality in the team	• Support a healthy, balanced work environment, appropriate workloads. • Attend to good physical conditions – rest space, access to canteen facilities etc. • Focus on enablers for staff health & wellbeing. • Acknowledge times of pressure and give feedback – allow space for downtime / renewal time.
Intellectual energy: How mentally demanding will the change be?	**The energy of curiosity, thinking and analysis.** • Challenged to think about what needs to happen and why • Ability to be creative as team – learn new ways of doing things, concentrate and focus attention • Capacity to oversee complex processes and solve problems • A learning culture with a focus on using evidence to guide decision making • Dealing with high levels of distraction or constantly changing requirements	• Support a learning culture of creativity and innovation by creating opportunities for reflection and shared learning. • Be open to challenge and alert to new information as it emerges. • Create stimulating work environment. • Schedule time for learning and research, peer to peer networks, opportunities to debrief and share experiences.

Social energy:
How socially demanding will the change be?
	The energy of personal engagement, relationships and connections between people.
	• Creating a 'sense of us' – people are drawn into an improvement or change because they feel a connection to it as part of a collective group
	• Level of connection to core purpose and activity of the team
	• Level of unity within the team – work feels important to members of the team
		• Support a culture of engagement and collective leadership.
		• Give time to building and nurturing relationships.
		• Ensure people know how the team works:
		  ➢ What are the cultural 'norms'?
		  ➢ How decisions are made
		  ➢ How information is shared
		  ➢ Where to get support
		  ➢ How to 'sort out' issues

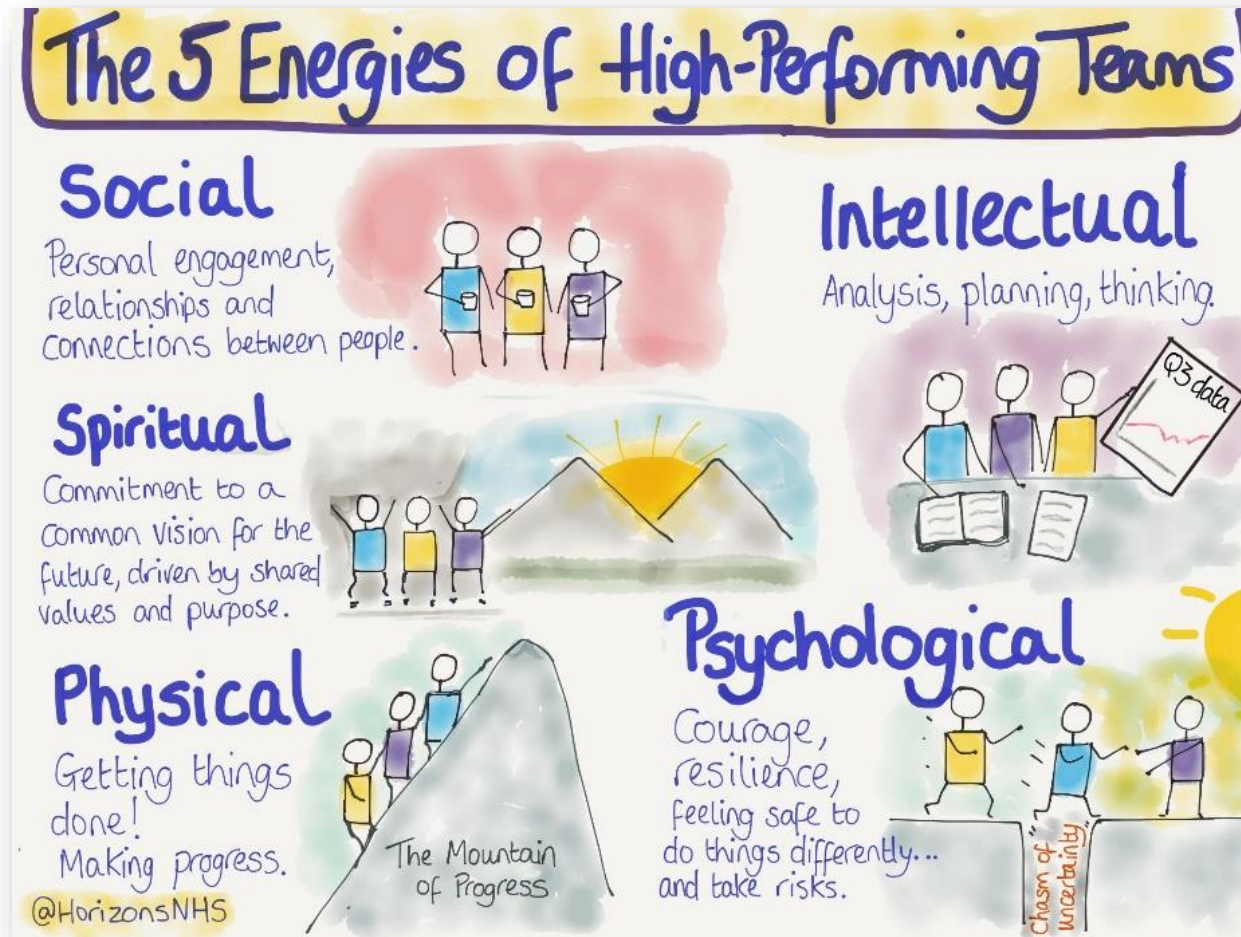|		
	• Emotional awareness and empathy for needs of service users and team members • Relationships within the team and with other services • Attending to core team processes including communication and engagement	➢ How to become more engaged with team work • Access team supports (HR colleagues can sign post)
Spiritual energy: Connecting with what is important to us – our sense of purpose and core values. How demanding will the change be if there is a 'disconnect' / lack of congruence with core values?	**The energy of commitment to a common vision for the future, driven by shared values and a higher purpose.** • Sense of shared purpose • Belief in what you are doing – making a meaningful contribution that is valued • Common values that underpin your work • Sense of autonomy and trust to do your work • Safe to challenge what you perceive as unacceptable • Giving people the confidence to move towards a different future that is more compelling than the status quo • Sense of passion for your role and the role of the team	• Aim for greater alignment between personal values, contributing to public services and personal growth. • Support people to address potential challenges to personal values and integrity, the loss of elements that are related to a personal sense of purpose or identity. • Address obstacles people may face in trying to do what they perceive is right or fair. • Ensure people are clear regarding levels of autonomy and accountability balanced with encouragement for innovation.
Psychological / emotional energy: How psychologically demanding will the change be?	**The energy of courage, resilience, trust and feeling safe to do things differently and take risks.** • Feeling safe and supported to make changes as a team - psychologically safe environment • Feeling enthusiastic or exhausted about the change • Feeling confident that we can deliver, overcome challenges and sustain the changes • Feeling motivated and connected to a 'greater good' • Trust in leadership and direction – good role models, self-awareness • Sense of momentum for the change – able to overcome setbacks	• Increase self-awareness and strong working relationships. • Create 'safe space' to provide honest and constructive feedback. • Encourage and support vulnerability as a positive engagement and have supports available to assist if needed. • Demonstrate shared leadership of change so people are not feeling 'on their own' with the challenges.

| **Other sources of energy demand:** | • Lack of control or involvement in planning
• A sense of being treated unfairly
• Legacy issues and history of unsuccessful change
• Rapid pace of the change
• Workload overload or imbalance
• Other factors that are likely to cause the change to be particularly demanding | • Increase participation from the outset of the change.
• Invest in personal and professional development.
• Invest in team development.
• Support people to deal with rapid change – bring stability to situations that may feel chaotic.
• Consider workload and revisit at regular intervals.
• Take into account legacy – respect the past and people's experiences.
• Set realistic expectation of what can be achieved with resources available and realistic time frames. |

The 5 Energies of High-Performing Teams – from the NHS Horizons Team

NHS Horizons (2019). *The 5 Energies of High-Performing Teams* [Twitter] 12th August 2019.
Available at: https://twitter.com/horizonsnhs/status/1160989348663300097

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5. NHS Horizons (2019). *The 5 Energies of High-Performing Teams* [Twitter] 12th August 2019. Available at: https://twitter.com/horizonsnhs/status/1160989348663300097 (accessed 17/06/2021).