

## Working/not working from different perspectives

This is an analytic and problem solving process that looks at a situation from multiple perspectives. It is a way to capture and analyse what is working or making sense within that situation as well as what is not working and needs to change. By doing this from different perspectives it is easy to see where there is agreement and where there are differences that need to be addressed. Hearing 'what is working' as well as what is 'not working' creates the opportunity to reflect on and celebrate what is positive and going well, and asking how this can both be built upon and protected. Working/not working from different perspectives is central to the person-centred review process.

### Benefits for the person

- Results in greater clarity about what needs to stay the same and what needs to change in each person's life.
- Keeps the person's perspective central, but is also a way to hear other people's perspectives before agreeing action.
- Can identify where there are shared views and where there is potential for disagreement.
- Discovering what is good and working – and celebrating this.
- Enables everyone to feel, and see that their perspective is heard.
- It is a basis for action and change – to protect and build upon what is working and to change what is not working, as far as possible.

### Benefits for employees and the organisation

- Promotes better problem solving and critical thinking by looking at a situation from different perspectives (e.g. manager, team member, professionals, commissioner).
- Forms the basis for negotiation and seeing where there is common ground.
- Discovering what is good and working – and celebrating this.
- Enables everyone to feel and see that their perspective is heard.
- It is a basis for action and change – to protect and build upon what is working, and to change what is not working as far as possible.

# Working/not working from different perspectives

## Using it with an individual

- Get together the people chosen by the person to reflect on what is working and what is not working. Support the person beforehand to think about what is working and not working from their perspective.
- Put some paper or a template on the wall.
- Give people marker pens and have them write on the pages that correspond to their perspective on this issue (i.e. the person's perspective, the employee's perspective).
- Then look for common themes. Celebrate what is working and ask what needs to happen to protect this and build on it.
- Then look at what is not working, starting with the person's perspective. Ask what needs to happen to change what is not working (as far as is practically possible). Develop clear, accountable (SMART) actions for each one. Think about what you will see when this has happened – what will the 'outcome' be in the person's life?
- Is there any information that needs to be added to the one page profile/my support plan.

## Using it with a team

Clearly identify the issue for the team to focus on – for example, how the team is responding to risk. Decide which perspectives are needed to look at this.

- Put some paper or a template on the wall.
- Give people marker pens and have them write on pages that correspond to their perspective on this issue.
- Then look for common themes. Celebrate what is working and ask what needs to happen to protect this and build on it.
- Then look at what is not working. Ask what needs to happen to change what is not working (as far as is practically possible). Some things may be quick to change, others more long term. Develop clear, accountable (SMART) actions for each one. Think about what you will see when this has happened – what will the 'outcome' be?
- Ask whether there are other people in the organisation who need to know about this and decide how and who will share it.