

NEW

October 3, 2008

Directions

New Stewardship for Everyone Development Program makes its mark with staff

The new Stewardship for Everyone Development Program (SFE) will help staff gain a deeper understanding of the ministry's changing workplace culture, said Debbie Fischer, Assistant Deputy Minister, Transition. "By participating in the program, staff will better appreciate how the stewardship model impacts the way we work as individuals, in teams and across the ministry," Fischer said.

Stewardship for Everyone is based on the Stewardship in Action Leadership Development Program that the ministry's senior management staff began participating in last year. SFE offers similar content, providing staff at all levels with stewardship principles, knowledge and skills. The goal is for the majority of ministry staff to have completed the overview workshop by the end of October 2008.

"For the ministry to achieve its goals, it is critical that the benefits of the senior management program be rolled out across the organization," said Fischer. "Stewardship needs to be understood and experienced at every level and in all areas of our work. Having a common language, shared ideas and examples of stewardship in action will help everyone across the ministry work more effectively together."

Staff members in a number of areas in the ministry, such as Health System Information Management and Investment, Public Health and members of the I and IT Health Services

Cluster, have already taken part in the two-hour overview introductory workshop as part of teams, working groups or divisional meetings. The sessions are led by Bryan Hayday, an instructor in the MBA program at the Schulich School of Business at York University and supported by a divisional Transition Change Management Consultant. They explore the key themes of stewardship and focus on how the ministry's work is changing and the principles and challenges of adapting to a changing work environment and culture.

Program receives positive feedback

Early evaluations received from participants indicate staff members have found the session helpful in understanding what it means to work within a stewardship environment. In one program evaluation, completed by a group of administrative professionals, over 85 per cent of participants felt the session had given them more insight into how stewardship works in the context of their day-to-day work.

"I think it is absolutely vital for administrative staff to be a part of this," said Linda Duerrschnabel, acting executive assistant, Laboratories Branch, who found the introductory workshop very worthwhile. "We hear a lot about stewardship, but often it doesn't filter down to how it impacts our role. I learned an extraordinary amount about the

role of the ministry under stewardship and how administrative staff fit in. Everybody is going to be responsible and accountable for their own work. We are all part of the change."

Next step: applied learning opportunities

Following completion of the introductory workshop, individuals and teams will be able to further develop their understanding and application of stewardship principles through applied learning opportunities.

"The content of the applied learning sessions addresses the business or transition needs of specific teams, branches or an entire division," said Janet Wortsman, transition change management consultant, Human Resources Branch. The sessions create opportunities for participants to practice skills and link new approaches to their work. A change management consultant will work with division team leaders to help identify opportunities to advance stewardship practices within the workplace.

Individuals wishing to develop their own skills and knowledge will have the opportunity to register for open applied learning sessions. Please note that completion of the introductory workshop is a prerequisite to registering in an applied learning session. ■

All ministry staff to participate in the Stewardship for Everyone (SFE) Development Program

Stewardship for Everyone sessions give ministry staff the opportunity to:

- Acquire a greater understanding of key stewardship practices and behaviours
- Develop skills and knowledge to work effectively in a stewardship organization and help the ministry achieve its objectives
- Learn of the role they must take in making a stewardship culture come alive across the ministry.

Staff work through the two elements of the program in a team, working group or divisional group:

- 1 **Introductory Workshop Overview session** (must be completed before registering in an applied learning session)
- 2 **Applied Learning session** (addresses the business or transition needs of specific teams, branches or an entire division)

Ministry directors are working with change management consultants to set up introductory sessions for those remaining teams, working groups or divisional groups that have not yet completed the first stage of the SFE. Speak with your manager for details of your upcoming session. Also, stay tuned for announcements of the applied learning session dates.

New tools

focus on improving team processes

Working in teams is essential to how the ministry's work is carried out under stewardship. "How we work together is as critical as what we work on," said Debbie Fischer, Assistant Deputy Minister, Transition. "Each employee on a team has a role as a team member and as a representative of their area of expertise. In teams, staff need to listen to one another, share information and experiences, manage conflict and establish decision-making approaches."

Inside the Tools for Teams toolkit

The comprehensive **Tools for Teams toolkit** is available to help teams work together and achieve their goals more effectively. These tools offer approaches to sharing and gaining a common understanding of the roles, responsibilities and processes used by highly effective teams.

The toolkit is located in the [Transition at Work — General Tools and Tips for Teams](#) section under Learning and Development on INFOweb.

The tools in the kit are organized into three focus areas:

1. Improving Team Processes
2. Communications
3. Team Building

Several criteria are used to select tools for each area. The tools must be aligned with the ministry's stewardship agenda and easy to use. Some of the tools are facilitated by a transition change management consultant. This permits the team leader to participate in the tool's activity which leads to better team building.

This issue of *NEW Directions* highlights the set of tools in the Improving Team Processes category. Tools that focus on building other areas of team competencies will be featured in upcoming issues.

Improving Team Processes

"Team process tools make team more efficient by giving them a clear understanding of their goals," explained Lorraine Deska, acting manager of organizational development and change strategies, Human Resources Branch. "These tools help team members reflect on their roles, and determine whether objectives have been met during meetings and if individuals are satisfied with the process."

These tools are particularly useful when a team is experiencing difficulty developing a shared understanding of what individuals have agreed upon and what everyone is committed to delivering, Deska noted. "They can also give that extra edge to a team that is already working well together."

Here are two example of tools that improve team processes:

• **Achieving Commitment**

This tool can best be used at the end of a meeting to ensure everyone has the same understanding of expectations, deliverables and agreements. It reinforces that team members are expected to deliver on their commitments.

At the end of a meeting, team members are asked to repeat to the group what they have committed to doing, what agreements have been made and the time frame for deliverables. Ambiguities or disagreements are addressed and clarified through this process.

Read more about Achieving Commitment in the [Transition at Work — Tools for Teams Toolkit](#) section.

• **RASCI**

RASCI is an abbreviation for the words Responsible, Approve, Support, Consult and Inform. This tool, in the form of a chart, helps teams keep track of who has responsibility for various assignments, ensuring that the right people are involved and protocols are followed. It establishes a clear visual display of a project's requirements and where the team members' resources have been allocated.

Compartments in the chart relate to individuals and roles on a team. Each compartment contains no more than one role or one designated category. This helps teams identify where responsibility or accountability should rest.

Learn how your team can benefit from the RASCI chart at [Transition at Work — Tools for Teams Toolkit](#). ■

Gain the benefits of powerful teamwork from the Tools for Teams toolkit!

The toolkit helps all teams and team leaders to:

- Develop a strong team
- Work together successfully
- Ensure member's strengths contribute to team results.

The tools in the kit are organized into three focus areas:

1. Improving Team Processes
2. Communications
3. Team Building

Help your team, whether it be new or existing, get results! Read more about all the resources available at [Transition at Work — General Tools and Tips for Teams](#), under Learning and Development.