Stepping forward

Our plan 2018-2023

People Leader guide to sharing our five-year plan
Introduction

Our five-year plan (previously referred to as the Integrated Business Plan) identifies our priorities and where we need to place our focus.

People across the organisation have told us they want to know what our plan means for them and the communities they work in; how it helps them carry out their role; and what impact it will have on the people that we step forward to help. They want to see how their work contributes to the overall direction of St John; to feel what they’re doing is meaningful and to feel proud of what they do.

This workbook points you to the resources that will help you have conversations with your people about our future focus – and how your team contribute to the success of our five-year plan.

The expectation is that you’ll help your team understand the plan so they get how their work fits into the bigger picture. We also want them to recognise that what we’re doing will make a real difference for our patients, communities, customers, supporters and each other.

You’ll need to understand the plan yourself so you can more easily join it up with what your people do every day. Your aim is to be knowledgeable enough to talk to your team about what their role is in making St John’s plan happen, as well as be able to answer their questions.

This means you have four important steps to take:

- **Become familiar with the plan**
- **Discuss the plan with your team**
- **Link individuals goals to the plan**
- **Reinforce the plan and celebrate successes**

We know you have pressures on your time so we’ve developed this step by step guide to make it as simple as possible for you.

We suggest you read through the guide materials before you get started, so you have a clear picture of the steps to take.

It’s important that you understand the plan in enough detail to feel comfortable discussing it with your team and answering their questions.

Your attitude and approach will determine how your team respond

- be positive
- be specific
- and create enthusiasm.
What’s expected of you

As a people leader, your role is to make the plan relevant to your team.

Your goal is to help everybody in your team link what they do to our aims. We want them to have a clear picture of what we’re working towards, so they understand and appreciate the difference we can make to our patients, communities, customers, supporters and our people.

You can achieve this by making sure your team have:

› a good understanding of our new Mission
› are clear about our aims and future direction
› know how your team’s work relates to our overall aims
› know what to focus on in their role to help us achieve our plan
› know how the team is tracking towards making the plan successful.

To do so, you’ll need to:

› paint a picture of the future
› discuss our new Mission and build a common understanding of it
› join the dots between the organisation’s aims and your team’s focus areas
› help your team understand our plan and their part in it
WHY IS SHARING THE PLAN WITH YOUR TEAM IMPORTANT?

Having a plan helps us prioritise what we do and makes sure that we’re providing services that have a real impact on improving New Zealanders health and wellbeing. We’re most likely to achieve the results we want from our plan if everybody at St John can see how they can help make it happen.

There are real benefits when everybody is pitching in to achieve the same goals and heading in a common direction.

When we share our plan in ways that make sense to our people, it helps them:

- have a sense of direction
- feel inspired, energised and want to do their best
- have a greater sense of understanding about why their role is important
- be more productive because they know how they fit in and what their focus needs to be.

Having on-going conversations about our plans can help create healthier teams too. Building a common understanding can help build trust, commitment and a sense of ownership that leads to a high achieving approach.

Teams who understand their organisation’s plan and see how they can contribute to it:

- have a context for why they need to focus on certain things
- have a greater sense of shared purpose
- put collective goals ahead of their individual needs
- have more clarity about what they’re responsible for
- can make decisions easily and quickly
- know what they must do
- do more of the ‘right’ work and less re-work
- feel like a team
- work together to get things done
- are more engaged
- are more successful.
# Understand the plan yourself

**TAKE THIS ACTION** | **WHY**
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Watch the videos | Decide which videos will be most useful for your team to watch
Have a conversation with your manager | Discuss which areas of the plan your team can impact and how you can best achieve this
**Think about how what you and your team do to connect with the new Mission** | Think of an example that clearly demonstrates how what your team does links to the Mission.
Look for an example that you can use to tell a story that demonstrates the mission.
**Identify what your team does that will impact the success of the plan** | Arrange a team meeting to discuss what your team does in the wider context of the organisation
Look closely at the ‘What does this mean for our patients, communities, customers & supporters and our people section in the Stepping Forward document (pages 12–15)
Circle the outcomes you think your team can impact.
Write down what the team will be doing to achieve this.
What will you and your team have to do more of and less of?
Which of your team’s strengths plays to these outcomes?
**Check in with your manager to make sure you’re both on the same page** | Use this session to clarify any questions you have and to test your thinking
**Jot down three key points you want to share with your team** | Use these as discussion points with your team
Helping your team understand the plan

The actions outlined in this section can be completed at a workshop/extended team meeting or you might complete smaller sections at your regular team meetings.

REMEMBER

› Keep it simple
› Make it relevant
› Connect your team’s day to day activities to our mission and strategic aims
› Be positive and inspire
› Be real
› Share stories that show how you connect with the mission.

TAKE THIS ACTION          WHY

Play the Stepping Forward video

The video will help set the scene for the discussion with your team and introduces the Mission. It can also build pride and a sense of shared purpose.

Share a story about how you personally connect with the Mission – what it means for you

By linking the mission to a real example you’re helping it become meaningful for your people.

Ask your team to share examples of how they connect with the Mission and what it means for them

Encouraging team members to share their stories helps people to see the connections between what they do and the mission (our reason for being).

Introduce the Stepping Forward document. Focus on the aims and outcomes

Ask the team to identify the patient/community/customers & supporter/our people outcomes they can contribute to (refer Stepping Forward document pages 12–15)

Then identify the programmes your team will contribute to

This gives your people context and an understanding of the organisation-wide strategic aims and outcomes.

Encourages your people to look forward and be specific about where they can add value.

Also builds a sense of cohesiveness.

Gives clarity about how your team fits into the plan.
Discuss your directorate/regional plan

- Discuss which parts of the Directorate/regional plan your team contribute to and write these down
- Join up the discussion with the conversation you’ve just had about how your team can contribute to achieving the outcomes we want from our plan

**Why**

- Helps people know what the priorities are for your part of the business
- As a team you know where to place your focus
- To give people clarity and a sense of joint purpose

Ask your people to write down three things they’re most excited to contribute to
Share and discuss as a team

**Why**

- Helps ground the key points for individuals
- Lets people think about what they can personally contribute

Check whether your people:
- are clear what our future direction and aims are
- have a clear understanding of how their work relates to our overall aims
- know how we’ll track making our plan successful

**Why**

- Gives you a way to check in on your people’s level of understanding and where the gaps are

**Activity**

Imagine we’re five years from now. There’s a party to celebrate what we’ve accomplished to make our plan successful.

- What are the successes our team is celebrating?
- Who’s at the party?
- What music is playing – what’s our theme song?
- How did we get here? What did we focus on?
- How do we work together to make the party a success?
- Which achievements are we most proud of?
Reinforcing the links
between what the team does everyday and the success of the plan

REMEMBER

› Talk about the plan often
› Make it simple and relevant
› Be positive and inspire
› Keep painting a picture of the future
› Join the dots between what you team is doing now that will lead to the successes in five years’ time
› Tell stories that show how you personally connect with the mission
› Regularly ask your people to share their own stories that show what our mission and plan means to them.

ROLE CLARITY

Making sure everybody in your team has clarity about their role is an important way to join up our plan with the work our people are doing day to day.

By emphasising connections between the priorities of each role and how that impacts our overall plan, your team can feel confident to make the right decisions on behalf of the organisation.

If you’d like guidance on getting stronger role clarity for the people in your team, contact the Capability team capability@stjohn.org.nz
Positive Development conversations

Using 3/90 Planning

We're introducing a new way for managers to have one-on-one conversations with your people, that will help you and your team keep track of the progress being made in relation to our overall plan.

Amongst other things, the conversations are centred around a prepared agenda and will include a focus on a continually updated individual 90 day plan where everybody works to achieve three objectives each three months.

The format of these conversations, and the agenda that supports them, has a strong element of linking a person’s priorities to our mission and plan for the future.

You'll work with each of your team individually to:

- focus on the goals related to their role and make these easy to deliver on,
- identify appropriate learning and development opportunities to build expertise and
- strengthen people feeling part of, and understanding their unique contribution to, One St John

If you'd like to be one of the first to introduce this to your team, please contact P&C’s Capability team and they will provide you with the support to do so.

If you need additional guidance, contact:

- **Your manager:** around how your team contributes to the wider plan
- **Internal communications:** to access resources or for advice on communicating with your team
- **P&C Capability team:** contact the Capability team for support to help you build on your team effectiveness and become a high performing team.
- **Your Director or GM:** to gain further insight into the thinking behind the plan or if you have further questions about your directorate plan.
Pippa, age nine, St John Youth