

THE 6 PRINCIPLES

Key qualities and ways of working together:

1. STRENGTHS

QUALITIES

- Everybody has strengths and weaknesses
- Everyone has skills, knowledge, experience and many other qualities to offer
- Everyone is needed to produce solutions that work.

PRACTICE

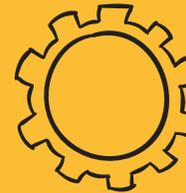
- Discuss everyone's hopes and fears, and what the 'elephants in the room' might be
- Discover what skills, knowledge, and networks each person can offer
- Ask what learning or support citizens and professionals need to work together
- Celebrate achievements together as they occur!

achieve their
FULL POTENTIAL

Working

TOGETHER

! Skills
KNOWLEDGE
experience...



2. POWER

QUALITIES

- It is difficult for either citizens or professionals to challenge how things are, alone
- All types of power must be shared
- Leadership, support and resources must come from everyone involved

PRACTICE

- Leave personal agendas and labels at the door
- Define the problem at hand together
- Put the hard conversations at the start and don't shy away from them
- Be fully open with information and the limits to what can be achieved
- Share ownership, leadership and support between everyone.

YES!

embrace
THE
CHALLENGES

SOLUTION



3. RELATIONSHIPS

QUALITIES

- Good relationships are crucial for working together
- Positive relationships require time, respect and trust
- Everyone needs to feel safe, valued and wanted
- The process must feel fair, open and honest to everyone.

PRACTICE

- Take time to really get to know each other as equals
- Work on respect, trust and care, not “hi and bye”
- Have rules for behaviour that are checked frequently
- Create a shared purpose and vision
- Embrace uncertainty and different perspectives
- Develop bonds that outlast the project. Who is the glue to keep everyone together?
- See issues in terms of relationships, rather than structures or services.



Diversity of people is important for high quality thinking...



Inequalities must be identified and talked about

4. DIVERSITY

QUALITIES

- Diversity of people is important for high quality thinking
- The process of working together and the language must make sense to everyone involved
- Inequalities must be identified and talked about
- Inequalities might link to age, class, disability, education, race, religion, sex or sexual orientation.

PRACTICE

- Discuss openly how people from very different backgrounds can connect, contribute, and learn together
- Use a variety of methods for contributing and learning that allow for individual styles
- Ensure diversity in everything, including leadership and facilitation
- Continually review and identify perspectives that may be missing.

5. KNOWLEDGE

QUALITIES

- There are different ways of “knowing things” and all of them are valuable
- First-hand experience is as valuable as professional or academic knowledge
- Knowledge of what does or does not work in the real world must be recognised and valued.

PRACTICE

- Identify how the current system has positive and negative impacts
- Find out about what is already going on to make things better
- Make it feel safe to admit biases and to try new things
- Use activities that encourage creativity and reflection
- Clearly value both lived experience and social knowledge.



IDENTIFY

how the current system has positive and negative impacts...



First-hand experience is as valuable as professional or academic knowledge...

There are different ways of knowing things, all are valuable.



EVERYBODY
HAS STRENGTHS AND WEAKNESSES

SOLVING
PROBLEMS

CREATIVELY
AND
Finding
SOLUTIONS

6. TESTING

QUALITIES

- Finding ways to reduce disadvantage is difficult and complicated
- It is important to test a few ideas early on and continue to test them
- There is no failure. If things don't work out as expected, make time to learn from this and change what you do the next time.

PRACTICE

- Test the problem defined, the aims set and the processes to achieve them
- Explore things that are difficult, with no expectation of where you will end up
- The only silly idea is the one that is not shared
- Test ideas for real, and learn from them, before moving on
- Be open to continually learn, adapt and refine from what does and does not work.

LEARNING AND FEEDBACK



Evaluate the process and outcomes as you go along – don't wait until the end!



Recognise things that are unplanned or unexpected



Check achievements against aims



Arrange to monitor how things go after the end of the project



Feed new insights back into the process so you can adapt as you go along



Highlight things that don't work and what you learn from this. (There's no such thing as failure just learning)



Communicate what you are achieving in different ways to different groups of people



And finally ... **old habits are hard to break!** Even with all this understanding, unless we keep an eye on how we are working together – like the systems we are trying to change – we will probably go back to old ways of working.

