

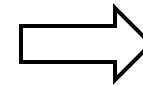
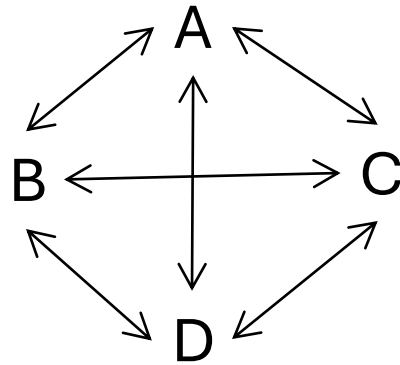
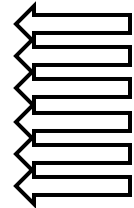
Moving the Needle: Promising Practices

John Ashcroft

j.ashcroft@relationshipsfoundation.org

Dyads, networks and systems

6 separate relationships, each with their own qualities



A composite of relationships that exhibit an overall culture or ethos

Reasons for using relational metrics

- Risk identification: screen relationships at early stage to identify risks and target development support
- Facilitating diagnosis and resolution of relational weaknesses that limit progress and effectiveness
- Supporting professional development
- Identifying inequity in experience of relationships
- Demonstrating progress

Relational Proximity in Dyadic Relationships



Relationships or interactions

- A series of encounters with another
 - Which are shaped by memory and expectation
 - Where the other is known
 - Where the actions of each can affect the other
 - Within some shared context and motivation
- ***Communication***
 - ***Time***
 - ***Information***
 - ***Power***
 - ***Purpose***

Proximity in the moment



Presence

Who needs to be present and how is that presence filtered or mediated?



Storyline

What is brought forward from previous interactions and expected from future ones?



Knowledge

What do you need to know about whom to manage the relationship?



Fairness

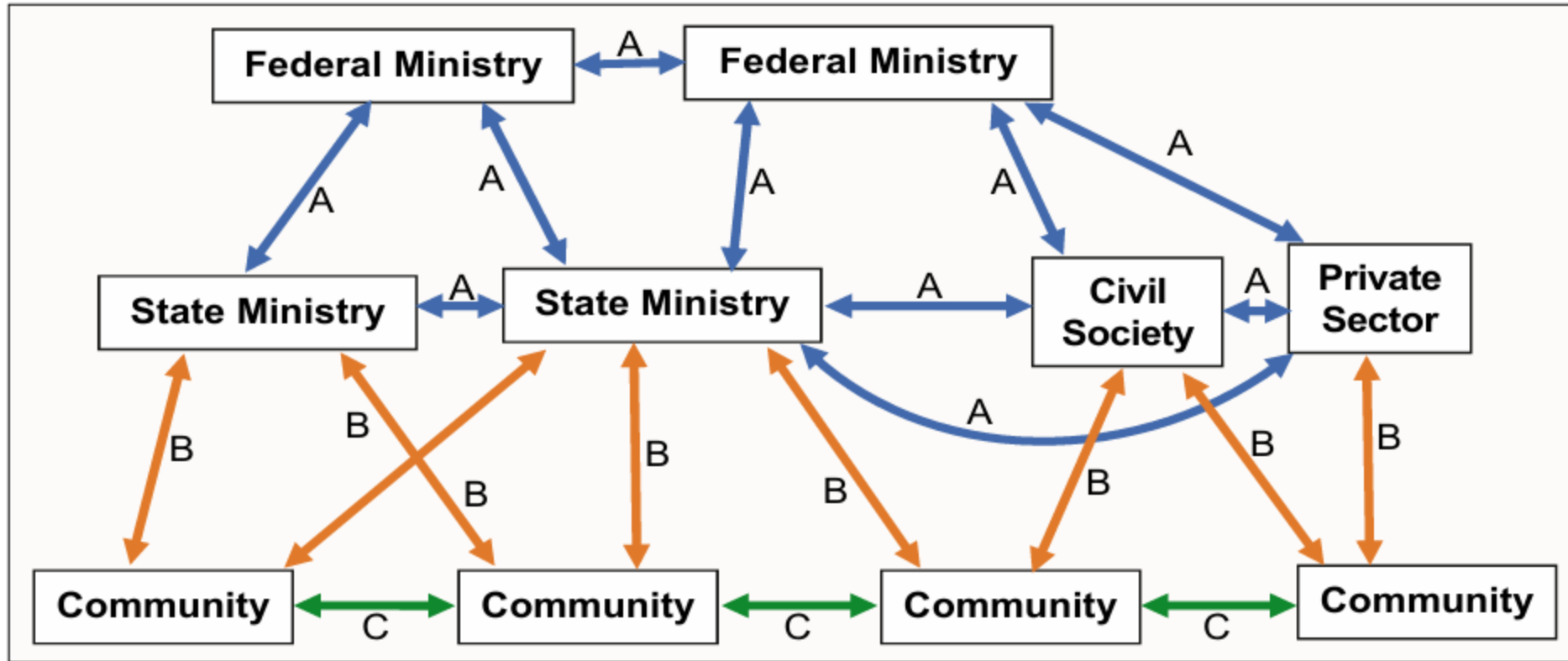
Who decides, listens, participates, carries the risk?



Alignment

How deep, broad and stable is the alignment?

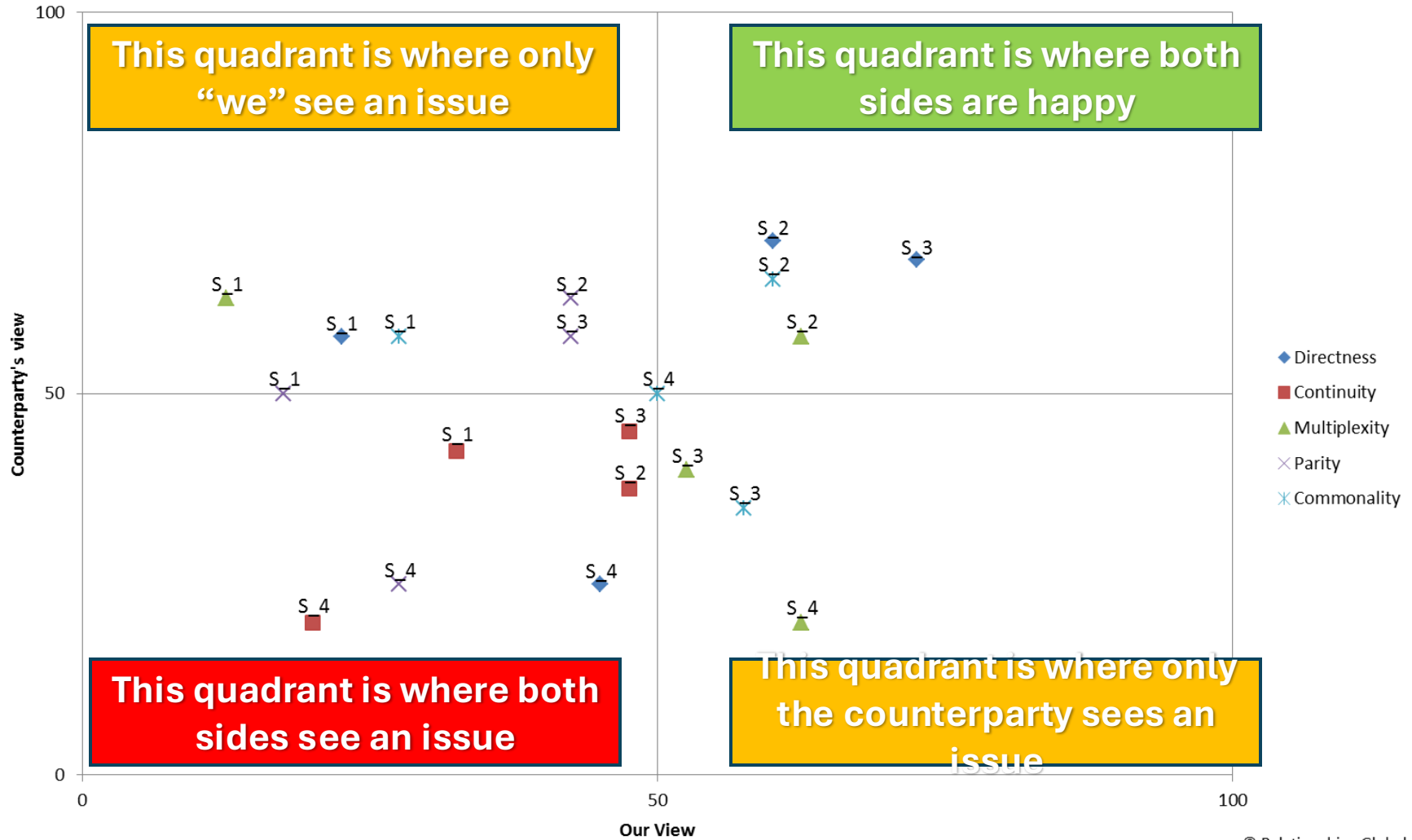
Simplified relationship map

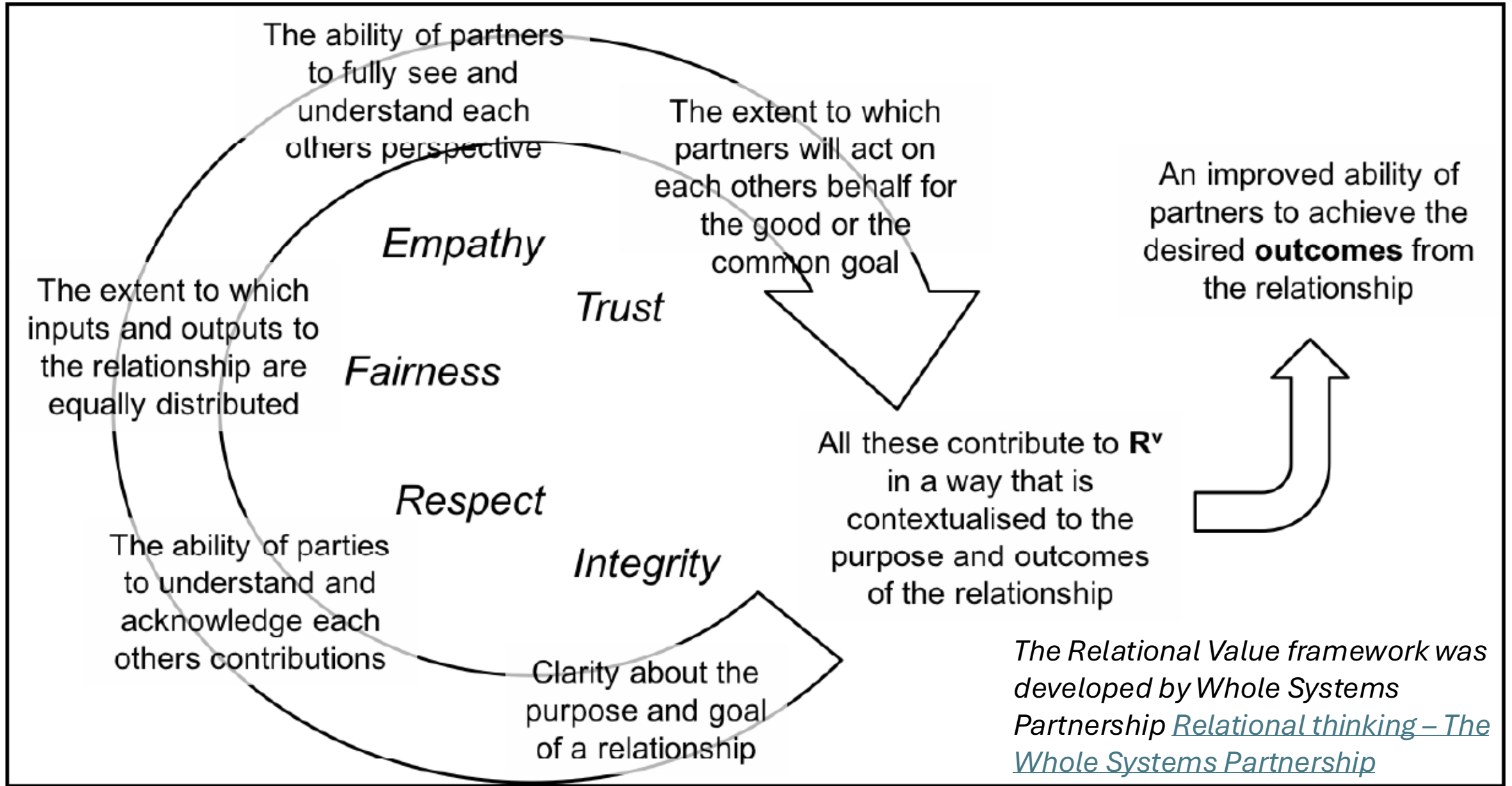


Typologies for a measured pathway

Step	Prerequisite	Action	Key relationship step	Outcome
1 Meeting and scoping	Willingness to meet and explore potential collaboration	Groups meet to ascertain if there might be benefits to collaboration	Directness starts First scope of potential for commonality	Both parties identify potential benefits from joint action
2 Assessment	Both parties identify potential benefits from partnership	Identifying the preconditions for joint action	Commonality identified and preconditions to ensure parity determined	Preconditions for joint action identified
3 Preparation	Preconditions for joint action are known	Action in progress to meet the preconditions for joint action	Preconditions to ensure parity implemented	Preconditions for joint action are established
4 Precedent-setting	Preconditions for joint action are in place	Joint action is taken	A shared story established: the relationship now has continuity	Joint action implemented A precedent for further joint action now exists
5 Established and growing	A precedent exists that can be built on	The joint action is repeated or other action is taken together	Growth in continuity and in multiplexity where diversification occurs	Relationship moves towards steady state
6 Mature	Ongoing relationship at a steady state	A regular pattern of interaction is maintained	All strong, ongoing monitoring and management of the relationship	Ongoing relationship at a steady state

XY: Suppliers by Institutional Response





How is relational value evident?

Relational value can be seen within the six domains of a socio-technical framework for understanding organisations or systems:

- Culture – ‘the ways we do things around here’;
- Vision – what the future will look like;
- People – empowerment, leadership, skills etc;
- Process – our routines or systems, how things get done;
- Infrastructure – the physical space;
- Technology – the virtual space.

	Culture: 'the ways we do things round here'	Vision: what will the future look like	People: the human space: empowerment, skills, leadership, etc.	Process: our routines or systems, how things get done	Infrastructure and Technology: the physical and virtual space
Integrity: how things interconnect and function	There is effective joint working despite any differences in organisational or professional culture	Our aims in preventing exclusion are clear and shared by all relevant partners	The right people with the right competencies are involved in preventing exclusion	Decision making processes about pupils and their support are consistent and reliable	There is effective communication and data sharing in our work to prevent exclusion
Respect: how we treat others	The strengths and benefits of the different ways in which we work are respected and valued	The need for different organisations to achieve their own goals is understood	The support for pupils and their families that people in each part of the system provide is acknowledged and valued	Concerns or needs arising in any part of the system can be expressed and are acted upon appropriately	Decisions about physical infrastructure and data systems take into account the needs of all parties
Fairness: how equity is achieved	Our ways of working seek to ensure that burdens, risks and opportunities are fairly shared	Expectations of what each part of the system will contribute in meeting the needs of pupils are fair	Everyone is empowered to make a full contribution to achieving our goals	The processes for making decisions about pupil placements and support are fair to all parties	Investment in physical and IT infrastructure is fair to all parties
Empathy: how much we understand each other	We regularly act in ways that address other organisations' needs	We all seek to listen to and understand different views about how the needs of pupils should be met	Efforts are made to understand the pressures and constraints people are working under	Decisions are made in ways that enable understanding of their wider impact on other parts of the system	The infrastructure needs of each part of the system are understood and reflected in how we work together
Trust: how much we put ourselves in other people's hands	People are willing to make short term sacrifices confident that such actions will be reciprocated by others when necessary	We trust each organisation to progress their own objectives to achieve the best overall outcomes for pupils	People are free to innovate and try new things to meet pupils' needs without fear of criticism or failure	We are able to adopt flexible processes that recognise the complexity in what we are trying to achieve	We are willing to rely on the data and support functions provided by others

Relational value heatmaps

