

# High involvement change:

from consultation to co-production

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# The plan for today

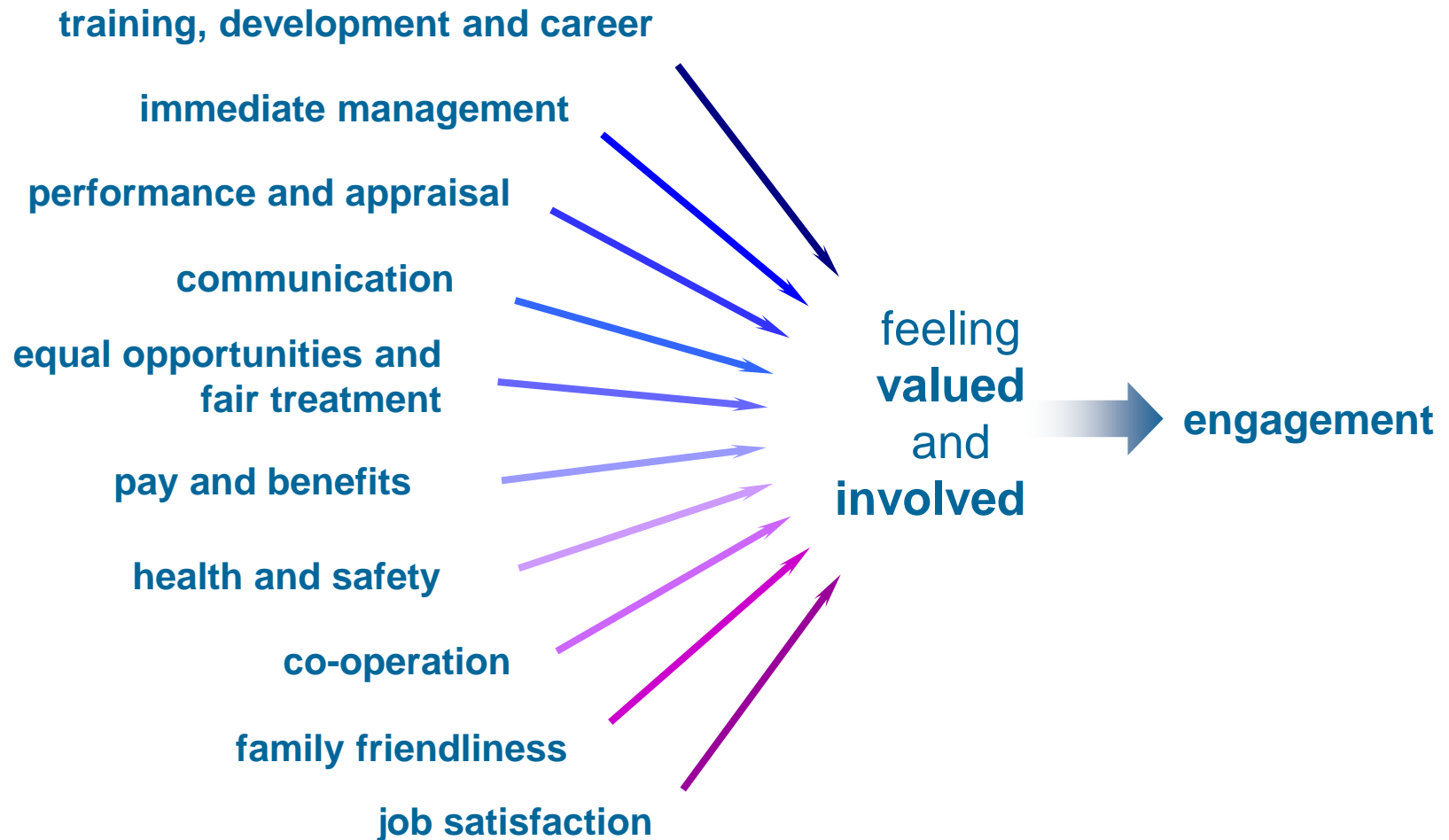
- Introductions
- Engaging everyone in change
  - Involving staff in culture change at Guy's & St Thomas'
- Co-creation through social movement
  - The case of UKVI

# Why involve people?

‘Managers are paid to manage – they should make the decisions.’

‘Change is above my pay grade.’

# Public sector engagement drivers



# It must be done properly! Does this sound familiar?

Consistent gripes from IES client work:

- They don't do a good job of consulting us
  - Line managers get half the story and a confused rationale, but are expected to engage their teams in change
  - Consultations are often stage-managed and over-controlled
- When they do consult, they don't listen
  - Staff views are collected, often extensively and expensively, but are then (apparently) dismissed with no explanation
  - 'What's the point, when they're going to do what they want anyway?'

# Thank you

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