Building an engaging team

The engagement driven approach relies on using the different experience and expertise of those who are close to or affected by a process. This allows the real issues to be identified, the best solutions designed, improvements implemented and sustained effectively. Having the right team of people involved in the project is vital to success. The team brings together people with their own perspective on both how things are done and the impact they have.

Key to the approach is the model of the core team and the wider team. Membership of both is flexible and can change during the project.

The core team:
- is set up at the beginning of the project (as part of project initiation)
- is led by the facilitator and includes the process owner and key process players, who have end to end knowledge of the process itself and will also own the output from the process
- provides process knowledge, expertise and access to process data
- is likely be involved throughout the project and members will devote a significant amount of time to it
- is also likely to include at least one user of the process or service
- contributes to discussions about scope, influences the objectives and timescales of the project and has a clear understanding of the project drivers
- is likely to have clearly defined roles.

The wider team:
- includes anyone who has engaged with the project at any point during the project (unless or until they choose not to be)
- can include anyone who has an interest, input to or is affected by the process, including users
- provides essential input to any engagement events, such as workshops, drop-ins or surveys
- provides a forum for communication
- should not be restricted in terms of the number of people
- will change in terms of size and membership during the project
- may not feel like a conventional team – don’t be concerned about this.

Hints and tips
- At all stages, make sure that there is representation on both the core and wider team from players and users from across the process.
- Don’t allow organisational areas, people or opinions to dominate. If this happens, take action to mitigate by using other engagement practices, inviting participants or running events with a specific focus.
- Identify enthusiastic contributors early on and ensure that they remain involved throughout – use them to encourage others to get involved.
- Encourage contribution of ideas on what can and should be done differently from the wider team and use them as a reference group for testing and validating possible solutions.
- Involve process players throughout including during project implementation. Give them responsibility for embedding the agreed process changes, with appropriate support and recognition.
- Expect different levels of involvement from the wider team based on the project type, stage and priority.
- If people want to engage, find ways of enabling them to do this, taking account of the amount of time they have available.
- Communicate widely, fully and frequently to maintain momentum.
- Keep an accurate record of who has been involved to ensure that the wider team are kept informed as the project progresses and invite them to engage further in the later stages.