

SW7037

Applying the Vanguard Method to People Centred Services

(30 Level 7 credits)

This module introduces students to applications of the Vanguard Method (Seddon, 2003) in their practice setting. It focuses on the two key elements of the Vanguard Method in people centred services: systems theory and intervention theory. Practical application of these theories will involve the study of a work system in the student's own organisation using the Vanguard Method. The pedagogical approach is based on action learning, and combines university-based teaching with work-based learning. Students will apply their learning by using the Vanguard Method to study a system within their own work setting.

PRE-REQUISITES: This module is suitable for managers in people-centred services such as social care, housing, allied health, and third sector organisations, as well as for senior practitioners who have a particular lead role for a service. It will be necessary for students to identify a cohort of co-learners in their organisation/ wider networks that they can work with during the module to apply the Vanguard Method in People Centred Services, e.g. the team they work in or other partners in a wider system. Applicants should have an undergraduate degree or the equivalent level of qualifications and experience.

MODULE AIMS This module aims:

- To enable students to apply systems ideas and intervention theory, which underpin the Vanguard Method in people-centred services.
- To foster in-depth knowledge of the Vanguard Method and the skills needed to apply this method to a system in their own organisational setting.
- To develop the intervention and leadership skills needed to engage others in the process of system change.

MODULE LEARNING OUTCOMES On successful completion of the module, students will be able to:

- Critically apply systems theory, intervention theory and management theory underlying the Vanguard Method.
- Analyse demand data and understand what matters to the users of services.
- Evaluate the performance and capability of a system by understanding 'how the work works': mapping flow, identifying value work, and studying system conditions.
- Establish the basis for system redesign by defining purpose, setting out operating principles, and developing appropriate measures
- Appraise their own experience as managers applying the Vanguard Method in their organisations.

CURRICULUM CONTENT

A range of learning sessions will be available for the students to select from in a negotiated programme to assist them to meet their learning outcomes, including sessions focussing on:

- Introduction to the Vanguard Method: systems theory and intervention theory.
- Analysing demand data and understanding what matters to service users: system archetypes, 'what matters' conversations
- Examining capability, mapping flow, mapping cases, studying system conditions, using capability charts, identifying value work, and understanding the relationship between purpose and measures,
- Establishing the basis for redesign: revisiting purpose, establishing new operating principles, and developing appropriate measures
- Developing intervention skills: applying Egan's model of 'the Skilled Helper' in order to enable others to analyse their problems and develop action strategies.

TIMETABLE (all sessions 9.00 – 16.00 unless otherwise stated)

Week	Session and Topic	Date	Room
<i>Week 1</i>	Session 1. Introduction and overview.	TBC	TBC
<i>Introduction to the Vanguard Method</i>	Session 2. Systems thinking in people-centred services.	TBC	TBC
	Session 3. Intervention theory and leading change.	TBC	TBC

<i>Week 2 Understanding and analysing demand</i>	Session 4. Failure demand and understanding 'what matters'	Dates and venues to be confirmed.
	Session 5. Mapping processes and developing intervention skills	
<i>Week 3 Exploring flow and capability</i>	Session 6. Mapping flow through chronologies and case histories	
	Session 7. Understanding capability in a system	
<i>Week 4 Developing and using measures</i>	Session 8. Deriving measures from purpose, individual and system measures	
	Session 9. Using capability charts and studying system conditions	
<i>Week 5 Towards redesign</i>	Session 10. Formulating new purpose and operating principles. Student presentations	Dates and venues to be confirmed
	Session 11. Changing the way organisations think. Student presentations	
	Session 12. Implications for roles and structures. Student presentations	

HOW YOU WILL LEARN ON THIS MODULE

The pedagogical approach is based on action learning which will combine university-based teaching with work-based learning. Students will apply theoretical concepts by using the Vanguard Check process to study a system within their own work setting. Teaching sessions will combine presentations by speakers with small group discussions and workshop activities. This will be supported by further learning materials available via Kingston's virtual learning environment, Canvas, together with Vanguard's proprietary e-learning site. Teaching and learning will be supported by a range of practitioners and lecturers.

WHERE and WHEN?

Weeks 1 and 5 of the module will be held on the Kingston Hill Campus of Kingston University. There is free car parking available on site. For those using public transport, there is a regular free bus service to the campus from Kingston town centre. Directions and a campus map are available online:

<https://www.kingston.ac.uk/aboutkingstonuniversity/location/directions/kingstonhill/>

Weeks 2, 3 and 4 will be hosted by participating organisations in order to maximise the opportunity for normative learning and knowledge sharing.

Attendance

You are expected to attend all learning sessions. An attendance register is kept. You should make sure that work commitments do not clash with attendance.

Learning sessions are between 9am and 4pm. We aim to start each session at 9am promptly. We will normally finish by 4pm.

If you are not able to attend a learning session, please email Jo, Dermot or Rick before the start of the day.

HOW YOU WILL BE ASSESSED?

There will be one summative assessment in two parts. The first part is a twenty-minute assessed oral presentation, in which students will explain what they have learned through application of the Vanguard Method to their own organisation. The second part is a compendium of original project materials, which should provide supporting evidence of their findings and analysis. The compendium must include reference to the literature and theoretical concepts covered during the module.

Formative/ Feed Forward: During sessions hosted by participating organisations, students will be provided with historical case studies where they will be required to map flow and explore capability in the system. Students will also be encouraged to reflect on their own experience of applying the Vanguard Method in a safe and supportive environment. Group discussions and presentations will provide opportunities for feedback and also for 'feed forward' guidance to support students to achieve their full potential in the summative assessment.

Core reading:

Davis, R. (2016) Responsibility in Public Services. Axminster: Triarchy Press

Deming, W. E. (2000). Out of the Crisis. Cambridge, MA: MIT Press.

Egan, G. (2013). The skilled helper: A problem-management and opportunity-development approach to helping. Belmont, CA: Cengage Learning, Brooks/Cole.



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Seddon, J. (2003). Freedom from command and control. Buckingham: Vanguard Education Limited.

Seddon, J. (2008). Systems thinking in the public sector: The failure of the reform regime and a manifesto for a better way. Axminster: Triarchy Press.

Vanguard (2016) The Vanguard Periodical: The Vanguard Method in People Centred Services. Available online: <https://vanguard-method.net/the-vanguard-periodical-available-now/>

COST: The module costs £3000 for the academic year 2021/22.

APPLYING FOR THE MODULE:

You should apply on line at

<https://www.kingston.ac.uk/postgraduate/courses/post-qualifying-social-work-modules/apply-now/>

The closing date will be 2 weeks before the start of the module

This module has a restricted intake so an early application is advised.

If you require further details about the module, please contact either:

Dr Rick Hood: rick.hood@sgul.kingston.ac.uk

Brendan O'Donovan: brendan@vanguardconsult.co.uk