



Celebrating
Digital
Leaders



Jacqui Taylor

Lifelink

@digiscot #digileaders #DLweek



Culture and the Digital Age

Jacqui Taylor

CEO

Lifelink

Our Aspiration is to be...

Innovative leaders in the field of counselling and stress management in Scotland

Our Aims are to...

Enhance service delivery through:

- *digital structures and delivery of innovative services that meet the needs of our clients and offer customer choice;*
- *enhance communication across our sites;*
- *streamline processes and procedures; and,*
- *upskill staff's knowledge of the benefits of digital solutions and opportunities*

Lifelink – who we are, what we do

- Deliver a range of services to support and empower individuals to manage stress and build resilience:
 - 1:1 counselling
 - Therapeutic massage
 - Groupwork and training programmes
 - Mentoring
- Community based services across Glasgow City
- School based services across Glasgow City, West Dunbartonshire and Renfrewshire to improve the mental health and wellbeing of young people age 10-18

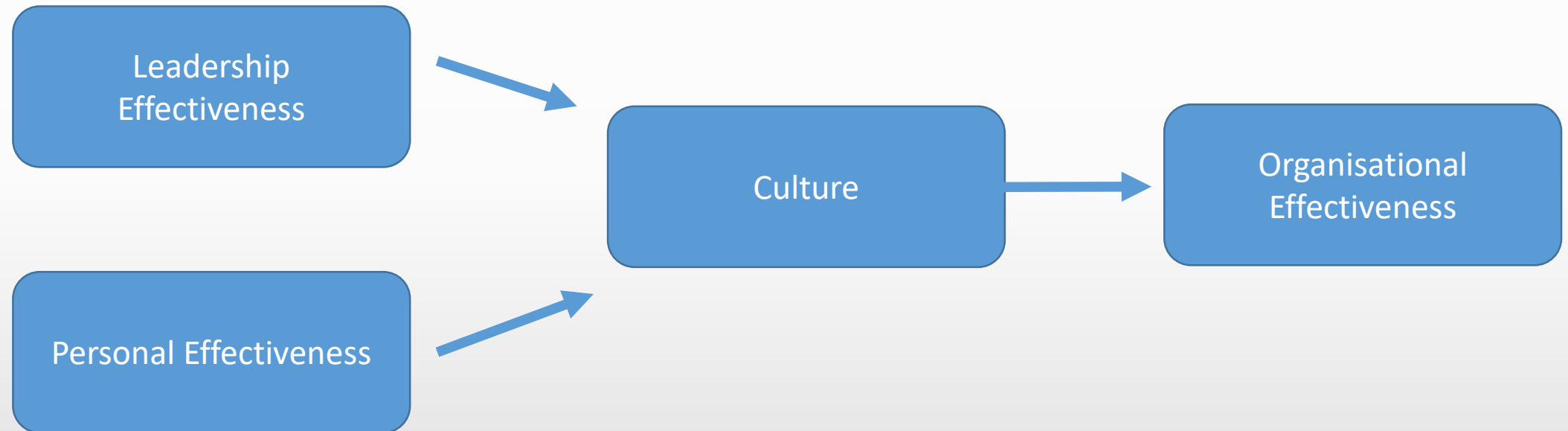
Why digital?

- Technology transforms the way we live our lives
- Creates a platform for innovation
- Potential to reduce costs and increase the quality of services
- Potential to change the way we learn, work and live
- Digital skills gap in our workforce

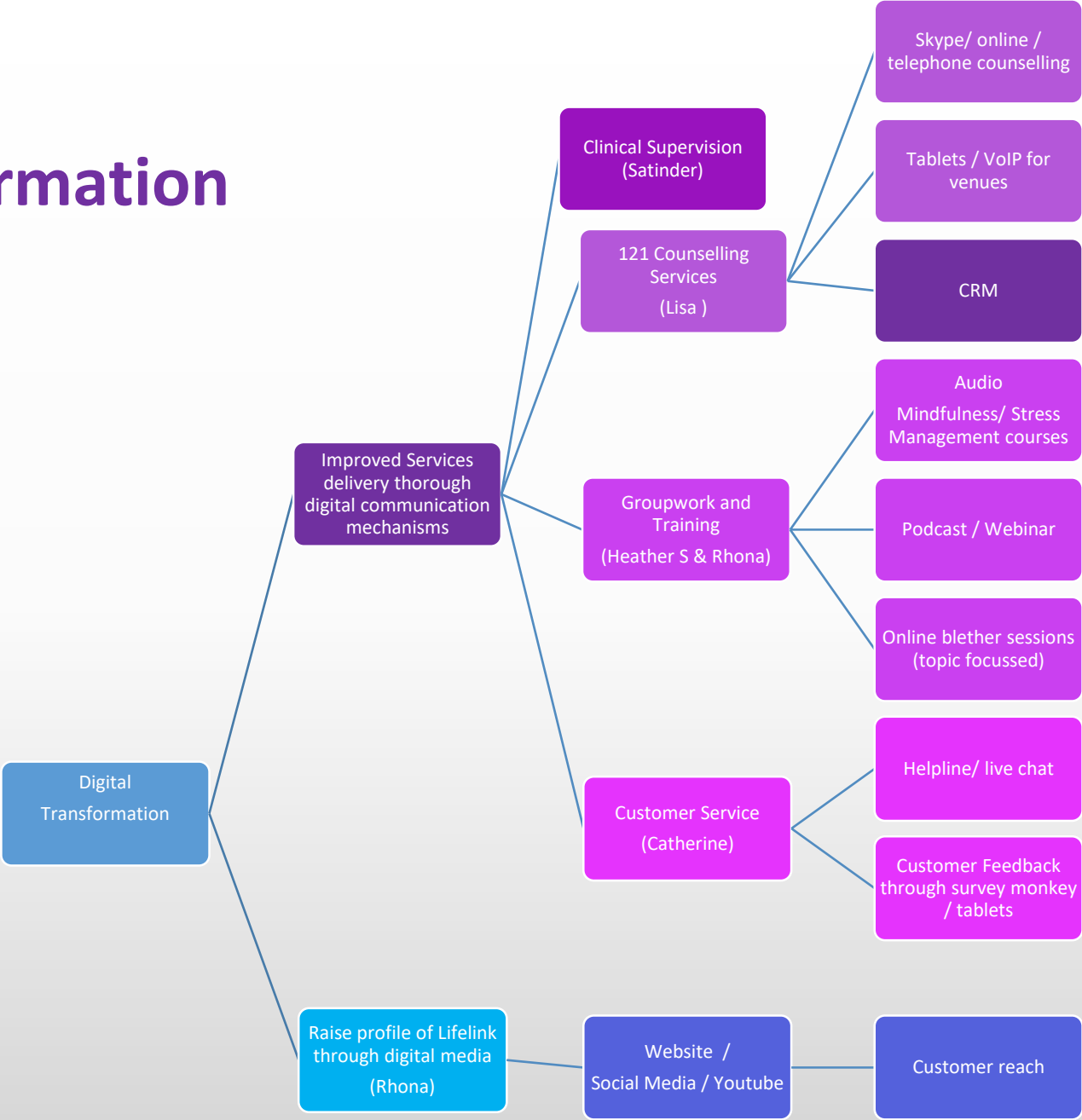
Counselling in the digital age

- Traditionally delivered face to face
- There is a need to reduce barriers to accessing service
- There is a need to deliver customer choice
- There is a need to provide excellent customer service
- We need to meet the expectations of our customers now and in the future
- We need to change and enhance our service provision
- If we don't change, we'll be left behind

Internal culture v technology



Digital Transformation



Digital Timeline Jan – June '16



- Revised **values** and developed a set of **behaviours** March 2016
- Involved staff through surveys March 2016
- Developed an implementation plan March 2016
- Moved into 'The Cloud' with 365 March 2016
- Introduced an online Breathe HR system in 2016
 - Records annual leave, expenses, performance, company announcements, company documents and has a KUDOS element for staff reward and recognition
- Introduced Telephone Counselling from April 2016
- Introduced text messaging from April 2016
- Increased social media presence, tweets, posts etc from April 2016, digital KPI's reportable to the Board
- Created digital champions to take forward key areas April 2016
- Involved all staff again in June 2016 (all staff development day)
- Delivered peer twitter training sessions for staff, introduced Q&A slots with key staff July – December 2016

Digital Timeline July '16 to June '17



- Developed a range of podcasts and video content July - December 2016 (ongoing)
- Online client surveys distributed from September 2016
- Online directory available to support contact centre staff/helpline September 2016
- Identified quick wins or low hanging fruit to keep up momentum throughout the year
- Revised JD's to include a digital role from 2017 (following a full HR review and change of T&C's and JD's)
- New Dynamics CRM system implemented February 2017
- Cyber resilience audit May 2017
- All therapeutic staff issued with tablets linked to new CRM system, went live on the 13th February 2017)
- Digital skills training audit May/June 2017
- Pilot Video conferencing counselling from summer 2017

Hints and Tips

- Creativity will come from front line and middle managers
- Involve staff at all levels, play to staff strengths and enthusiasm
- Introduce digital champions
- Chunk it down, timeline it
- Use research, examples or bring in expertise to reduce blocks
- Identify quick wins/low hanging fruit to keep up momentum and celebrate those successes
- Create organisational cultures and environments that support safe, ethical and productive use of technologies
- Adopt a culture of 'own it – don't moan it' (Skyscanner)
- Design like you're right, test like your wrong (Skyscanner)

Hints and Tips cont'd

- Write up/share successes and failures, debriefs
- Create experiences that are aligned to your desired culture and values
- Consider digital technologies as part of a wider mix of resources available
- Understand and manage the potential risks
- Enjoy the experiences, excitement and opportunities that digital brings
- Consider changes to job descriptions and person specs
- Ask ourselves how we become more agile as businesses
- Empower staff, reduce the fear of making a mistake
- It's scary, but exciting, you can achieve great things





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Thank you for participating!

Please check out digileaders.com/week for other events to get involved in.

digital.scvo.org.uk

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